



Sveriges lantbruksuniversitet
Fakulteten för skogsvetenskap

Institutionen för skogens produkter, Uppsala

**En konkurrensanalys av SCA Timbers position
på den norska bygghandelsmarknaden**

*A competitive analyze of SCA Timbers position in the
Norwegian builders merchant market*

Mattias Bränngård



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Nyckelord: Marknadsundersökning, konkurrensanalys, bygghandel,
norsk bygghandel

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Jägmästarprogrammet 06/11

Handledare SLU: Anders Roos
Examinator SLU: Torbjörn Elowson

Sammanfattning

U{hgv" o gf " f gppc" o ctnpcf uwpf gtu³/₄npkpi " xct" cw' wpf gtu³/₄nc" xkmc" gi gpuner gt" f g" pqtunc"
d{i i j cpf rctpc" x@f gu@vgt" j qu" gp" r_gxgtcp³/₄" cx" v@xctqt. "uco v" cw" wx@f gtc" UEC" Vko dgtu"
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rkwtcwtuwf lgt" k' @ pgv" o ctnpcf uh³/₄kpi 0' Wkh°p" rkwtcwtuwf lgtpc" nqpuwtgctf gu" x °"
ht°i ghqto wn@ f@ghgt" i gpqo h³/₄f gu" wpf gtu³/₄npkpi gp" wg" drcpf" d{i i j cpf rctpc" i gpqo "
mwpf dgu³/₄0' " Tguwncvgv" xkuct" cw" f g" pqtunc" d{i i j cpf rctpc" ht@ uv" x@f gu@vgt" r °rkri j gv."
hgz kdkvgv' qej " r tguvpcf c" j qu" gp" r_gxgtcp³/₄" cx" v@xctqt 0' Mqpmwtgpcucpn{ ugp" xkuct" cw" UEC" @"
d@vgt" @ " nqpmwtgpcvgtpc" r °" cw" r_gxgtgtc" r tqf vngt" o gf " dte" nxcrkvgv" vkn' nqpmwtgpcuntchki c"
r tlugt 0' F g" nxcrkcvkc" kpvgtxlvgtpc" xkuct" cw" d{i i j cpf rctpc" nctcm@lugtct" gp" dte" r_gxgtcp³/₄" cx"
v@xctqt" o gf " qtf gp" dte" r tku. " i qf " nxcrkvgv. " r wpmvki c" r_gxgtcpugt" qej " upcdde" r_gxgtcpugt 0' H³/₄" cw"
UEC" unc" drk' @pw" o gt" nqpmwtgpcuntchki " r_gxgtcp³/₄" o °ugv" h³/₄d@vtpi " ung" ht@ uv' kpqo "
r_gxgtcp³/₄uugtxleg" qej " r °rkri j gv'

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Abstract

Vj g"qdlgevxg"qh"vj ku"o ctngv"tgugctej "y cu"vq"gzco kpg"y j lej "ej ctcevgtku"vj g"dwkrf lpi " o gtej cpvu"lp"P qty c{"xcnngu"qh"cu"uwr r ngt"qh"y qqf "r tqf weu."cu"y gm"cu"gxcmv lpi "UEC" Vko dgtu"eqo r gvkxg"r qukkqp"lp'vj ku"o ctngv0Vj g'o ctngv'tgugctej "ku'dcugf "qp"rkgtcwtg'uwf lgu" lp"vj g"uwlgev"o ctngv lpi 0' Vj g"vy q"sguukqpgtu"ctg"dcugf"qp"vj gug"rkgtcwtg"uwf lgu0' Vj g" tgugctej "y cu"cf o kpkmtcvgf "vj tqwi j "ewuqo gt"xluku0' Vj g"tgumv"uj qy u"vj cv"vj g"dwkrf lpi " o gtej cpvu"o quvn{"xcnngu"ej ctcevgtku"cu'tgkcdkxv{"hgzkdkxv{"cpf "r gthqto cpeg"co qpi "vj g" uwr r ngtu"qh"y qqf "r tqf weu0'Vj g"eqo r gvkxqp"cpn{| g"lpf kcvgu"vj cv"UEC"ku'dgwgt"vj cp"vj gk" eqo r gvkxqtu"vq"uwr r n{"r tqf weu"y kj "i qqf "s wcrkv{"vq"cu"eqo r gvkxg"r tleg0' Vj g"s wcrkvxg" lpgtxlgy u"uj qy "vj cv"vj g"dwkrf lpi "o gtej cpvu"ej ctcevgtk g"cu"i qqf "uwr r ngt"qh"y qqf "r tqf weu" y kj "vj g"y qtf u"i qqf "r tleg."i qqf "s wcrkv{"vko gn{"f grkxgt {"cpf "hcu"v'f grkxgt {"0'Vj g"eqo r gvkxqp" cpn{| g"cuq"lpf kcvgu"vj cv"UEC"Vko dgt"o wuv"ko r tqxg"dqvj "vj gk"ugtxleg"cpf "tgrkcdkxv{"vq" dgeqo g"cp"gxgp"o qtg"eqo r gvkxg"uwr r ngt"lp'vj g"P qty gi kcp"o ctngv0"

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Keywords: O ctngv"tgugctej ."dgpej "o ctnlpi ."dwkrf lpi "o gtej cpv."Vj g"P qty gi kcp"dwkrf lpi " o gtej cpvu""""

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Förord

Lci "xkni'ceni"o kp"j cpf ngf ctg"Wdcp"Y kmwpf "r °"UEC"Vko dgt"uqo "i gw'o ki "o ¾rki j gvgp"vni'cw" wh¾4c"f gppc"o ctnpcf uwpf gtu¾nplpi 0Cprgf plpi gp"@cw'gzco gpuctdgvj"ct"i gw'o ki "gp"flwr " kpukm"uco v'x@f ghwni'mwpuner "kpqo "cmc"f g"ux°tki j gvgt"gp"o ctnpcf ucxf gplpi "r °"gw'u°i xgtm' u@nu"pl¾40F gv"@lci "x@f ki v'cemuco "h¾4"ghvgtuqo "lci "vtqt"cw'lci "mqo o gt'cw"j c"uvqt"p{ wc"cx" f gppc"mwpuner "k'o kv'htco vlf c"{ tngurkx0""""

"

Lci "xkni'qemu"°ceni"o kp"cpf tc"j cpf ngf ctg"Cpf gtu"tqqu'r °"kpukwwkqpgp"h¾4"unqi gpu'r tqf wngt" xkf "UNWOCpf gtu"lptguucpw'kf²gt"qej "uvqtc"mwpuner "kpqo "fgwc"qo t°f g"j ct"xctkv'vni'uvqt"j l@r " h¾4"o ki "k'o kv'fci rki c"ctdgv0J cpu"uvqtc"mwpuner "k'cmc"@°o gp"fgv'cdunw'd@nc"o gf "Cpf gtu" j ct"xctkv"j cpu"dtlppcpf g"gpici go cpi "k'ulp"tqm'uqo "j cpf ngf ctg0Gp"r gtuqprki "gi gpuner"uqo " lci "x@f gtc"x@f ki v'j¾4v"qej "uqo "fguuwqo "dkf tci kv'vni'f gv'i qf c"uco ctdgv"xk"j chv."ceni' Cpf gtu#""""

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Wfrucn"o cl"4233"

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Mattias Bränngård

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Innehållsförteckning

Sammanfattning

Abstract

Förord

Innehållsförteckning.....4

Inledning6

Hälsningar ur tillgångarna
 Kvalitet och säkerhet
 Nöjdhetsindexet
 Omsättning
 Resultat
 Diskussion
 Uppsatsens struktur

Syfte13

Sammanfattning

Teori14

Grundläggande begrepp
 Upplysning
 Yrkeslivet
 Kvalitet
 Värde
 Upplysning

Metod.....20

Väljning
 Cusum
 Mätning
 Winst
 Givning
 Fördelning

Resultat24

Förklaringskraft
 SCAs prestation.....25
 Importance Performance analys.....25
 Resultat
 Gi givning
 Topplista av de enkätfrågor som har det högst medelvärde.....27
 Topplista av de enkätfrågor som har flest antal ikryssade femmor.....28
 Topplista av de enkätfrågor som har det lägsta medelvärde.....29
 UEC "u" "o" "g" "f" "c" "t" "g" "m" "k" "g" "o" "k" "p" "u" "p" "3" "4" "f" "c" "h" "v" "p" "f" "g" "t".....31
 SCAs mest nöjda kunder29
 SCAs minst nöjda kunder.....31
 I givning
 Mätning
 Diskussion

Analys.....36

Resultat
 Det bygghandlarna värdesätter36
 SCAs prestation.....37
 Trefaktormodellen.....37
 Winst
 Det bygghandlarna värdesätter37

SCAs prestation.....	37
Trefaktormodellen.....	38
Ngxgtcpv ³ /4uugt xleg.....	38
Det bygghandlarna värdesätter	38
SCAs prestation.....	38
Trefaktormodellen.....	39
R°rkri j gv.....	39
Det bygghandlarna värdesätter	39
SCAs prestation.....	40
Trefaktormodellen.....	40
Hgzklkkgv.....	40
Det bygghandlarna värdesätter	40
SCAs prestation.....	41
Trefaktormodellen.....	41
Rtqf wmmxcrkgv'hqptc'ugt xlegmxcrkgv.....	43
F g'hgo 'o guv'p ³ 4f c'uco v'f g'hgo 'o kpuv'p ³ 4f c'mvpf gtpc.....	43
Diskussion	42
Vkf ki ctg'uwwf lgt'.....	44
Tgnqo o gpf cvkqpgt'.....	44
xtki c'tgnqo o gpf cvkqpgt.....	45
O gxf nt kkn.....	46
Referenser.....	45
Bilagor	46
"	
"	
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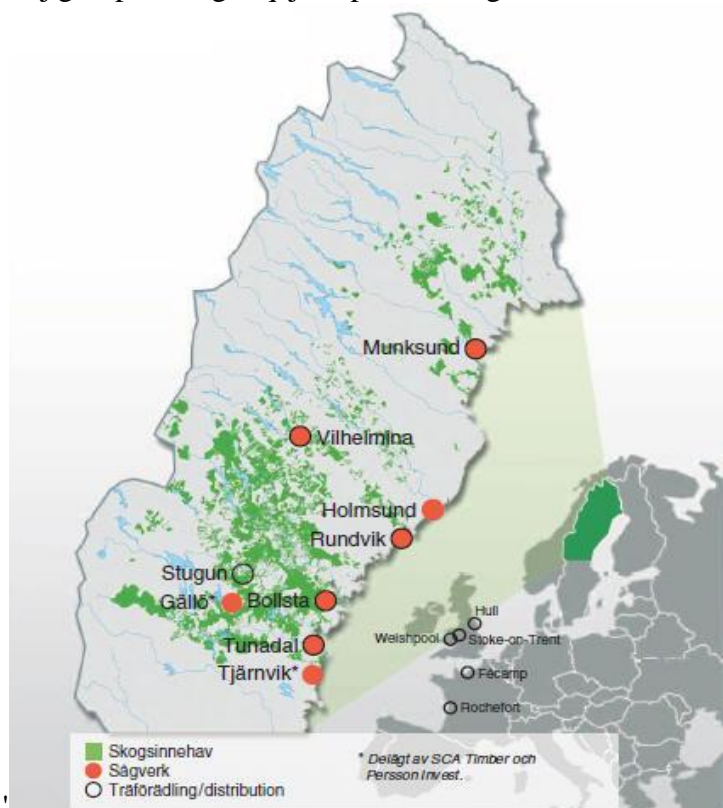
Inledning

Företagspresentation

UEC "Vlo dgt" @ "gw" t @ 3/4 @ rpi u 3/4 gvc "uqo " @ "gp" f gn'cx "Uxgpunc "Egmwquc "Cmkgdqrci gv"UEC0' H4gvc gv" @ " gw" i mdcn' j { i kgp" qej " r crr gtu 3/4 gvc " o gf " t @ 3/4 @ rpi " k' Uxgtki g" qej " O gmrppqttrcpf0UEC " @ "qemi" "gp" cx "Gwtqr cu" u 3/4 uc "umqi u @ ctg" o gf "eknc" 4.8" o kldpgt "j gmct" umqi "uqo " ° vgtkppu" kf gp "pqttc" f gngp "cx "Uxgtki g" *Hki wt "3+0*UEC. "4233+" "

UEC " Vlo dgt " *j @ " dgvcnrcv' UEC+" @ " gp" cx " Gwtqr cu" ngf cpf g" rxxgtcpv 3/4 " cx " t @ dcugtcf g" r tqf wmg" o gf "gp" ° trki "r tqf wmkqp" r ° "4.3" o kldpgt "mwdkno gvt" u° i cf g" xctqt0' K' Uxgtki g" j ct " UEC " ° wc "u\ engp" u° i xgtm' qej "gw" cpvcn' t @ 3/4 @ rpi ugpi gvt "uqo " @ "mqnckugtcf g" k' cpunwplpi " vkn' UECu" umqi ukppgi cx " *Hki wt "3+0' H4wqo " k' Uxgtki g" j ct " UEC" gi pc" u @ lqti cplucv kpgt " k' Uqtdtkcplpgp" qej "Hicpntkng" o gf "mqnckugtcf g" k' cpunwplpi " Uqtdtkcplpgp" qej "Hicpntkng" o Mwpf gtpc" @ " h @ uv" t @ pf wutk 3/4 gvc " qej " d { i i j cpf rct0' KUECu" r tqf wmr qt v 3/4 " ° vgtkppu" vkn' gz go r gn' qrx. " h 3/4 pugt v @ " r cpgrt. " d { i i " qej " nuput wmkpuxkng0UEC. "4233+" "

D { i i o ctnpcf "Unrcf kpcxkpg" *j @ " dgvcnrcv' DO "Unrcf kpcxkpg+" @ "UECu" gpj gv' h 3/4 " h 3/4 u 3/4 lplpi " cx " t @ ctqt " vkn' f gp "Unrcf kpcxkpg" d { i i j cpf gp0' Kxgtmco j gvcp " ° vgtkppu" gp " u @ lqti cplucv kpg. " h 3/4 @ rki " qej " f kwtkdwkqp" uqo " @ " h @ uv" mqnckugtcf " vkn' j { xngtgv" k' Uwi wp" o gp " @ gp" vkn' Xkij gm kpc" u° i xgtm' qej "Vwpcf cn' u° i xgtm0*UEC. "4233+" "



Figur 1. Karta över SCA Timbers produktionsanläggningar samt SCAs skogsinnehav (SCA, 2011).

Introduktion

F g"ugpcug"32"vkn'37" ° tgp" j ct "u° i xgtmupf wutk k' x @ rf gp " h 3/4 u 3/4 m' j kwc" p { c " u @ w' cw" nupmwtgtc" r ° " @ " o gf " r tku" qej " r tqf wmrxcnkv" *J cpugp" qej "Dwuj. "3; ; 8+" *J cpugp" qej "Y gkphwtgt. "3; ; ; +" *Vqkxqpgp. "4227+0P ° i tc" xknki c" cpngrf plpi ct " vkn' wxgemkpi gp" j ct " xctk' cw" u° i xgtm 3/4 gvc gp" "

j ct"xctk'° pi c"qej "r tqf wegtcv'iknctvcf g"r tqf wngt."f gv'j ct"k'ukp"wt"dkf tci k'vkn'cw'u° i cf g" xctqt"K'f ci "cpugu"uqo "dwmr tqf wngt0'O ctnpcf gp"l34" dwmr tqf wngt"n@pgvgenpcu"cx"j °tf " nqpmwtgpu"uqo "nt@gt"cw'vqtc'xqn{o gt "r tqf wegtcu'vkn'gp"rf i "nqupcf 0F gp"whc'o ctnpcf gp" j ct"dkf tci k'vkn'cw'o °pi c"u° i xgtmhl34gvc i "l34u34m" f kltgtgpvgtc"uki "l34" cw' l34u34m" nqo o c" wpf cp'f gp"whc'r tkunqpmwtgpgp0*J cpugp"qej "Y gkphwtgt."3; ; ; +"

.....

Vtgpfp gp"drcpf "f g"uxgpunc"u° i xgtmhl34gvc i gp"j ct"xctk'cw'w34m"ukp"ugt xleg"o qv'ulpc"mwpf gt" o gf "vkn'gzgo r gndt{c"v{r gt" f kwtkdwkqpun34upkpi ct"qej "gw'u34tg" kphqto cwkpuwd{vg"o gncp" r ctvgtpc" *Ugtc." O qgrxgp." qej " UEC." 4233+0' F gv' dg{f gt" cw" k' f ci un@ gv" nqpmwtgtct" u° i xgtmhl34gvc i gp"K'uxqt"wwt@nplpi "o gf "qrknc"v{r gt"cx"rqi kkn'qej "ugt xleggtldwf cpf gp0F gv' xkn'u@ c"ugt xlegnxcrkvgv'@k'f ci "gw'xknki v'nqpmwtgpuso gf gndt qu'u° i xgtmhl34gvc i gp"K'Uxgtki g'K' lcmgp'r °p{c'o ctnpcf gt0""

"

UEC"Vko dgt"@kpi gv'wpf cpvc i "drcpf "f g"uxgpunc"u° i xgtmhl34gvc i gp0'x t"422: "xcrf g" f g"cw" uctvc'wr r "DO "Unrcpf kpcxlgp"o gf "u{hvg'cw'uv@nc"UECu'r qukkqp"uqo "rgxgtcpv34"cx"t@xctqt"vkn' f gp"uxgpunc"qej "pqturne"d{i i j cpf grp0'Gw'cx"DO "Unrcpf kpcxlgpu"u{hvgp"j ct"xctk'cw'wxgemc" rqi kkn'upkpi ct"qej "uco v{k k' v'gtldwf c"gp"j 34 "ugt xlegpk° "vkn'd{i i j cpf rctpc"K'Unrcpf kpcxlgp0' Gpiki vUEC"j ct"ucupkpi gp"n'encw'x@f k' v'dtc"qej "xgtmuc o j gvgp"j ct"xwzk'K'Uxgtki g'qej "P qti g" l34"xctlg"°t0*UEC."4233+ "

Litteraturgenomgång

F gv'j ct"v{k k' ctg"i lqtu"uwf lgt"K'j wt"xknki "ugt xleg"qej "r tqf wmnxcrkvgv'@l34"v@pf wutkhl34gvc i 0' Vqlxqpgp" *4227+" qej /" J cpugp" qej " Y gkphwtgt" *3; ; ; + "j ct" wpf gtu34m" xcf " u° i xgtmhl34gvc i gp" mwpf gt"x@f gu@vgt"j qu"ulpc"rgxgtcpv34gt"lwu'o gf "lptkmpkpi "o qv'ugt xleg"qej "r tqf wmnxcrkvgv'0' Uwflgtpc"j ct"lppghwcwvd{i i j cpf rctg"qej "v@pf wutkhl34gvc i "K'V{unrcpf 'tgr gmkxg"WUC0"

"

Vqlxqpgpu"uwf lg"l°p" *4227+"wpf gtu34mg"pqtf kunc"u° i xgtmhl34gvc i "o gf "cxuggpf g"r °"j wt"f gtcu" gtdlwf cpf gp"K'htto "cx"r tqf wngt"qej "ugt xleg'unklgt"uki "l@ l34v'o gf "rgxgtcpv34gt"l°p"drcpf "cpcv" " ugttkng."V{unrcpf ."Dcnknwo "qej "Rqrgp0T guwncvgv'xkucf g'cw'pqtf kunc"u° i xgtmhl34gvc i "j cf g"gp" uxci "r qukkqp"uqo "rgxgtcpv34"vkn'f gp"v{unc"d{i i j cpf grp0F gp'pqtf kunc"rgxgtcpv34gtpc"j cf g'ur gekgm" ux°tv'cw'nqpmwtgtc"o gf "v{unc"qej "34ngtltknunc"hl34gvc i "lpqo "qo t°f gv'ugt xlegnxcrkvgv'0T guwncvgv' xkucf g'cw'f gp"v{unc"d{i i j cpf grp"x@f gucwg'r wpmrki c"rgxgtcpugt"qej "r °ikrki c"rgxgtcpv34gt"o gu0' F gv'xct"qemu"j @ "f g"pqtf kunc"rgxgtcpv34gtpc"r tguvgtcf g"u@ uv'K'l@ l34gng"o gf "nqpmwtgpgtpc0' Vqlxqpgpu"t°f "vkn'f g"pqtf kunc"rgxgtcpv34gtpc"cx"t@xctqt"drx" f @hl34."l34d@w"ugt xlegnxcrkvgv" l34"cw'drk'o gt"nqpmwtgpuntchki "r °f gp"v{unc"o ctnpcf gp0""

"

J cpugpu" qej " Y gkphwtgt" *3; ; ; + "uwf lg"l°p" P qtf co gtunc"tgf qi 34"l34" xcf " u° i xgtngpu" mwpf gt" x@f gu@vgt"j qu"ulpc"rgxgtcpv34gt0F guwqo "j ct"uwf lgp"wpf gtu34m"j wt"mwpf gtpc"ul@xc"v{engt"cw" u° i xgtngp"r tguvgtct"uqo "rgxgtcpv34gt"o gf "cxuggpf g"r °"r tqf wngt"qej "ugt xlegnxcrkvgv'0F @ghvt"j ct" J cpugp"wpf gtu34m">{vgrki ctg"gp" f lo gpukp0J cp"j ct"vci k'tgf c'r °"qo "f gv'@p° i qp'unrcpf "r °"xcf" mwpf gp"x@f gu@vgt"qej "xcf"u° i xgtngp"vqt"mwpf gp"x@f gu@vgt0'Uco o c"l@ l34gng"i lqtf gu"@gp" dgx@lrcpf g'u° i xgtngpu'r tguvkvpgt0""

"

T guwncvgv'xkuct"cw"u° i xgtngp"34gtuncwct"ukp"gi gp"r tguvkvqp"K'l@ l34gng"o gf "j wt"mwpf gtpc" wr r rgxgt" f gp0F g"co gtnrcpunc"mwpf gtpc"x@f gucwg"xkngugi gpuncr gt"uqo "vkn'gzgo r gndt@qtu" tcnj gv'qej "quncf cf g'xkngur cngv'o gu0F gp"unwucw'J cpugp"qej "Y gkphwtgt nqo o gt"lto "vkn'@cw" f gv'@xknki v'l34"u° i xgtngp"cw'wpf gtu34m"xknc"dgj qx"cx"ugt xleg"qej "r tqf wngt" f g'qrknc"mwpf gtpc" j ct0Xcf "mwpf gp"ghgtl° i ct'unklgt"uki "o {engv°v'dgtqgpf g'r °"xknmp"mwpf "uqo "vkn't° i cu"qej "f gv' drk'f @hl34"ux°tv'cw'f tc"p° i tc'i gpgtgmc'unwucwgt"cx"xcf "mwpf gtpc"x@f gu@vgt0"

"

"

Gp"nqtv'uco o cphcwpkpi "cx"xcf "vkf ki ctg"uwf lgt"nqo o k'ltco "vkn'@cw"u°i xgtngpu"mwpf gt" x@f gu@vgt"ngxgtcpv4gt"uqo "°r°rki c"qej "uco vkf ki v'j ct"rtqf wmg"o gf"gp"j 3/4 "nxcrkvg' Gi gpuner gp"r°rki j gv"qemu°p°i qv'uqo "pqt f kunc'u°i xgtmj ct"xctk'f°rki c'r°cw"ngxgtgtc"vkn' ulpc"mwpf gt0""

Motiv för studien

Uwf lgp"nqo o gt"cw"lppgd@gp"wpf gtu3/4nplpi "qo "xcf"UECu"mwpf gt"qej "r qvgpvgm'p{c"mwpf gt" x@f gu@vgt" j qu" ulpc" ngxgtcpv4gt0' F guuwqo " nqo o gt" wpf gtu3/4nplpi gp" cw" lppgj °mc" gp" nupmwtgpucpn'u"cx"UECu'r quklqp"uqo "ngxgtcpv4"vkn'f g"pqtunc"d{i i j cpf rctpc0F gv'dgv'f gt" cw"uwf lgp"nqo o gt"cw"vkn'xku'f grnkmpc"vkf ki ctg"uwf lgt"uqo "i lqtu'k'@ pgv'@gp"qo "f gv"lppu" gp"j grnf grlunkmpcf gt0""

F gp"j vxwf ucmki c"cpgrf plpi gp"vkn'i gpqo h3/4cpf gv'cx"f gppc"uwf lg"@cw'i g"UEC"qej "DO " Unepf lpcxlgp"lphqto cvkp"qo "f gtcu"mwpf gt"uqo "f g"vkf ki ctg"ucnpx0F @h3/4"@f gv'cx"uv4uc" xkn'cw'wpf gtu3/4nplpi gp"i gt"DO "Unepf lpcxlgp"f gppc"lphqto cvkp0F gv'k'ulp"wt"o gf h3/4"cw'f gv' lpg"@p°i qv'pgi cvxv'cw'vkf ki ctg"uwf lgt"i lqtu'k'@ pgv'Qtucngp"@cw'tguwncvgp"lt°p"fg'qiknc" uwf lgtpc"nmp"o gf "h3/4f grl1@ h3/4cu"o gf "xctcpf tc"lt°cw"cpnc'ugtc"unkmpcf gt"qej "rkj gvg"K" tguwncvgp0"

F gv"lppu"gp"tcf "unkmpcf gt"K'o kp"uwf lg"l@ h3/4v'o gf "vkf ki ctg"uwf lgt0P °i tc"cx"unkmpcf gtpc"@ cw'f gv'vkf ki ctg"lpg'i lqtu'p°i qp"wpf gtu3/4nplpi "cx"xcf "f g"pqtunc"d{i i j cpf rctpc"x@f gu@vgt"j qu" ulpc"ngxgtcpv4gt"cx"t@xctqt0F gv'j ct"fguuwqo "lpg"i lqtu'p°i qp"nupmwtgpucpn'u"cx"DO " Unepf lpcxlgpu'r quklqp"uqo "ngxgtcpv4"cx"t@xctqt"vkn'f gp"pqtunc"o ctnpcf gp0"

P gf cp"lppu'tguwncv"lt°p"vkf ki ctg"uwf lgt"uqo "o qv'xgtct"dgj qxgv'cx"cw'p{c"uwf lgt"i 3/4u"lpqo " qo t°f g0Gpri v'I ctxlp"*3; : 6+"@f gv'cx"uv4uc"xkn'h3/4"lt°gvc"cw'h3/4uv°"xcf "f gp"ur gekknc" mwpf gp"ghgtlt°i ct0F gv"@gpri v'j qpqo "mwpf gp"uqo "dgu@ o gt"xcf "uqo "@i qf "rtqf wmv"qej " ugtxlegnxcrkvg'0F gv'xkn'u@c"lt°gvc"o °uvg"xctc"o gf xgpc"qo "cw'f gv'lpvg"@f gtcu"gi gp" w r hcwpkpi "qo "xcf "i qf "nxcrkvg"@uqo "mwpf gp"x@f gu@vgt0F @h3/4"@f gv'xknki v'h3/4"DO " Unepf lpcxlgp"cw'lwuf gtcu"mwpf gt"wpf gtu3/4m'ghgtuqo "f gv"@f gp"lphqto cvkpgp"uqo "@xknki v' h3/4"UEC0'

F gv'j ct"npi g"xctk'cm @v'n@v'cw'mwpf p3/4f j gv'qej "nxcrkvg"@v°"xknki c"hcmtgt"xcf "f gv' exugt"gnppqo kum'tguwncv0J ct"gw'h3/4gvc"p3/4f c"mwpf gt"lt°f g"qemu°mqlcnc"mwpf gt."xknvg'K'ulp" wt"@xknki v'r°gp"o ctnpcf "o gf"j °tf "nupmwtgpc0O cv' rgt."4226+"F @h3/4"@f gv'egp'cn'cw" kf gpv'ltc"fg'hcmtgt"uqo "uner ct"mwpf p3/4f j gv'qej "mqlcrkv0F gwc"lt°cw'r °d@nc"u@w'nwppc" h3/4f gnc"gw'h3/4gvc"u'tguwtgt."lt°cw'K'ulp"wt"wr r p°uv4uc"o 3/4rki c"mwpf p3/4f j gv'qej "f @o gf "gw" dte"gnppqo kum'tguwncv0"

F guuwqo "@f gv'xknki v'h3/4"DO "Unepf lpcxlgp"cw'lt°"lphqto cvkp"cx"fg"pqtunc"d{i i j cpf rctpc" qo "j wt"fg'ul@xc"rtguvtct"uqo "ngxgtcpv4gt"lt° h3/4v'o gf "nupmwtgpvtgpc0'

Problemställning

Kci "@UEC"gp"gvcdrgtcf"ngxgtcpv4"cx"t@xctqt"vkn'f gp"pqtunc"d{i i j cpf gp0Rtqdrgo gv'h3/4" UEC" @cw" f gtcu"o ctnpcf uqo t°fg" DO " Unepf lpcxlgp" kci " lpg" xgv' xcf " f gtcu" pqtunc" d{i i j cpf gnumwpf gt"x@f gu@vgt"j qu"ulpc"ngxgtcpv4gt0F @h3/4"@f gv'cx"uvqt"xkn'cw"uco nc"lp" lphqto cvkp"qo "xcf "f gtcu"pqtunc"d{i i j cpf gnumwpf gt"x@f gu@vgt"j qu"ulpc"ngxgtcpv4gt"cx" t@xctqt0Un@v"@cw'i g"UEC"gp"i qf "o 3/4rki j gv'cw'K'ltco vk gp"drk'gp"uvctnetg"nupmwtgpv'qej " f @o gf "gp"p'd@v'g'ngxgtcpv4"r°f gp"pqtunc"o ctnpcf gp0'

UEC" ut@ct" ghgt" cw" w4m" ulpc" o ctnpcfucpfgrct" r°" fgp" pqtunc" o ctnpcf gp" k' d{i i j cpf gnuigi o gpyg0DO "Unepf kpcxlgp"j ct"uco o c'r tqdrgo "j @."f gv'xkni'u@c'cw'f g'lpvg'xgv' xcf" f gtcu'r qvpgvknv'p{c'npwf gt'x@f gu@vgt"j qu"ulpc"rgxgtcpv4gt0F @h4"@"f gv'xkni v'h4"DO " Unepf kpcxlgp"cw'uncfhc"uki "kphqto cvkqp"qo "f gwc'h4"gp"htco vk'c"gzr cpukqp"cx'npwf uvqengp0"" ""

Gw'{wgtrki ctg'r tqdrgo "uqo "DO "Unepf kpcxlgp"j ct"@cw'f g'lpvg'xgv'xkmgp"wr r hewplpi "f gtcu" pqtunc"d{i i j cpf gnumwpf gt"j ct"qo "UEC"uqo "rgxgtcpv40F gv'xkni'u@c."f g'xgv'j gn'gpngrv'lpvg" j vt" f gtcu" rtgucvkgp" k' hqto " cx" cw" rgxgtgc" v@ctqt" h4j °ngt" uli " vkn' nupmwtgtcpf g" rgxgtcpv4gtu'r tguvcvkgp0Kphqto cvkqp"qo "xkmgp"lpv@nplpi "UECu"pqtunc"d{i i j cpf gnumwpf gt" j ct" vkn' UECu" rtgucvkgp" uqo " rgxgtcpv4" ghgth°i cu" f @h4" cx" DO " Unepf kpcxlgp0' F gppc" kphqto cvkqp"unc"ugf cp"i g"uxct"r°"xkmgp"uv@nplpi "UEC"j ct"uqo "rgxgtcpv4"r°"f gp"pqtunc" o ctnpcf gp'kh4j °mpf g'vkn'nupmwtgtcpf g'rgxgtcpv4gt0" "

H4"cw"i g"DO "Unepf kpcxlgp"@°" o gt"v{f rki "dkf" cx"nupmwtgpuukwcvkpgp"r°"f gp"pqtunc" o ctnpcf gp"nqo o gt"ctdgvgv'qemu°"cw'kppghcwc"gp"nctv@i plpi "cx"UECu"j vxwf nupmwtgpygt0' F @h4" nqo o gt" kphqto cvkqp" qo " nupmwtgpygtpcu" r tqf wnkqpucpr@i plpi ct" cw" uco ncu" kp0' Kphqto cvkpgp"nqo o gt"ht° uv'cw'kppghcwc"i gqi tchun'r qukkqp"uco v'f gp"°trki c"r tqf wnkqp" cx"u°i cf g'xctqt'h4"xctlg'h4gxi 0'

Bygghandlare

F gp" pqtunc" d{i i j cpf gnuo ctnpcf gp" rknpt" f gp" uxgpunc" d{i i j cpf gnuo ctnpcf gp" k' uqt" wuv@nplpi "l@ h4v'o gf "cpf tc"gwtr glunc"npf gt."ht° uv'o gf "cxuggpf g'r°"cw'f gv'hkpu'o °pi c" uo °" d{i i j cpf rctg" d°f g" k' Uxgtki g" qej " k' P qti g0' F gv' uqo " @ " ur gekm" o gf " f gp" pqtunc" d{i i j cpf gnuo ctnpcf gp"@"cw"P qti g"j ct" gp" gi gp" f ko gpukpuucpf ctf "h4"v@ctqt0'P qti gu" f ko gpukpuucpf ctf "hpi gtct" f @h4"uqo "gp"n@ uc"kp@ gudcttk@ h4"u°i xgtmh4gxi "uqo "xkni" gzr qtvgc"vkn'f gppc"o ctnpcf 0Gp"cppec"unkmpcf "o gmp"f g'pqtunc"qej "uxgpunc"d{i i j cpf rctpc" @ "cw" f g"pqtunc" d{i i j cpf rctpc" ghgth°i ct" gp"j 3/4 tg"nxcnkgv"r°"v@ctqtpc"@ "f g"uxgpunc" d{i i j cpf rctpc0"*UEC."4233+" "

Kr wpmukucp"pgf cp" h4lgt" gp"nqtv'r tguvpvkgp"cx"UECu"xkni cuvg"d{i i j cpf gnumwpf gt"uco v' h{tc"cpf tc" h4gxi "uqo "lpvg"lpi °t"K'p°i qp"ngf lc0'K'Vcdgm'3"uco o cphcwcukphqto cvkqp"qo "f g" hgo "ngf lqtpc0" "

Tabell 1. En sammanställning av de fem norska bygghandelskedjorna

Företag	Kedjans ägare	Segment	Antal butiker i Norge	Omsättning (Miljarder NOK)
Byggmakker	Tcwengunq"	J go o chkzctg" qej "rtqlhu"	335"	9"
Byggtorget	O gf rgo u'@ f "	J go o chkzctg" qej "rtqlhu"	9; "	/"
Optimera	UclpvI qdclp"	Rtqlhu"	322"	7"
XL-Bygg	O gf rgo u'@ f "	J go o chkzctg" qej "Rtqlhu"	78"	7.7"
Bygger'n	GOC0Uo kj "	J go o chkzctg" Rtqlhu"	322"	6.7"

"

"

"

- D{i i o cmngt"@P qti gu"u³/₄uc"d{i i j cpf gnungf lc"o gf "335"dwkngt"ur tlf f c"³/₄gt"j grc" rcpf g0'F g"lptkmct"ukp"l³/₄u@lplpi "o qv'd°f g"mwpf"qej "rtqhuugi o gpvg0'D{i i o cmngt" @ u"cx"f gp"lhpunc"d{i i j cpf gnungpegtpgp"Twcngunq"uqo "@ gp"cx"pqtfgpu"ngf cpf g" d{i i j cpf gnungpegt0'F gtcu"i go gpuc o c"o °wq"@cw"D{i i o cmngt"unc"xctc"mwpf gpu" l³/₄uc"xcl'xkf"n³/₄"cx"d{i i xctqt"uco v'cw'mwpf gp"unc"wr r gxc"cw"f g"j ct"dtcpuej gpu" o guv'huo r gvgpvc'r gtuqpcn'qej "lpu r ktgcpf g'r tqf wngt0*D{i i o cmngt."4233+"

"

- D{i i vti gv'uctwcf gu"°t"3; ; 9"f°"dguqf "ngf lcp"cx"38"dwkngt"ugf cp"f guu"j ct"ngf lcp" xwzk'qej "kci "dguv°t'f gp"cx"9; "dwkngt"wur tlf f c"³/₄gt"j grc"rcpf g0'Cmc"f guuc"dwkngt"@ "o gf rgo o ct'K'D{i i vti gv'qej "ngf lcp"@ u"qemu°"cx"o gf rgo o ctpc0'Dwkngtpe"@ l³/₄"f gv" o guc"vcf kklpgmc"d{i i j cpf rct"o gp"gp"f gn'dwkngt"j ct"qemu°"j wul³/₄u@lplpi "nqr r nv" vni'xgtmco j gvgp0'Mgf lcpu"i go gpuc o c"o °n'@cw"i ³/₄c"dtc"l³/₄"l³/₄"cw'mwppc"u@lc" d{i i xctqt"xkf ctg'vni'gwnqpmwtgputchki v'r tku0*D{i i vti gv."4233+"

"

- ZN"D{i i "@Uncpf lpcxkpu"u³/₄uc"d{i i j cpf gnungf lc"o gf "uco o cpri v'492"dwkngt" xctcx"78"lppu"wur tlf f c"³/₄gt"P qti g0'Cmc"dwkngt"@ r tkxcv@f c"cx"qiknc"cm³/₄gt0'F gtcu" i go gpuc o c"o °wq"@cw'u@lc"r tqf wngt"o gf "j ³/₄"nxcnkgv"uco v'i g'r tqhguukpgmc"t°f " vni'mwpf gtpc0*ZN'D{i i ."4233+"

"

- Qr vko gtc"j ct"322"dwkngt"K'P qti g"lt°p"Vtqpf j glo "K'pqtt"vni'Mtknkcpcupf "K'u³/₄gt0' Dwkngtpe"@ lptkmcf g"o qv'l³/₄u@lplpi "cx"d{i i xctqt"qej "t@xctqt0'Qr vko gtc"lptkmct"uki " o qv'ugi o gpvgp"rtqhud{i i ctg."i ³/₄"f gv'ul@x"o ctnpcf gp"qej "lpf wutk0'Ugi o gpvgp"fgcu" wr r "o gf "j l@r "cx"fg"vg"ngf lgnqpegr vgp"Qr vko gtc"Rtqhh"uqo "lptkmct"uki "o qv" rtqhguukpgmc"d{i i l³/₄gvc."Qr vko gtc"O qp²t"@f g"dwkngt"uqo "lptkmct"uki "o qv'i ³/₄"f gv" ul@x"o ctnpcf gp"qej "gp"f gn'o lpf tg"rtqhud{i i ctg0'Qr vko gtc"lpf wutk"@f gv"vgf lg" ngf lgnqpegr vgp"qej "fgv"lptkmct"uki "o qv"lpf wutknwpgtgc0'F gv"@f gp"htcpunc" lpf wutknwpgtpgp"UclpvI qdclp"uqo "@gt"Qr vko gtc0*Qr vko gtc."4233+"

"

- D{i i gtIp"P qti g"gvcdrgtcf gu"3; ; 3"qej "ngf lcp"@ u"cx"G0C0'Uo kj "CU"f gp"dguv°t"cx"322" dwkngt"wur tlf f c"³/₄gt"j grc"P qti g0'F g"322"dwkngtpe"@ u"cx"qiknc"rtkxcv"cm³/₄gt"qej " ngf lcpu"lt@ uvc"wr r i kv"@cw"nqqtfgp"dwkngtpeu"l³/₄"qej "o ctnpcf ul³/₄lpi 0' Mgflcpu"o °wq"@cw'ug'vni'u°"mwpf gt"qej "cpu@nf c"unc"vtxcu0*D{i i gtIp."4233+"

"

R°"f gp"pqtunc"d{i i j cpf gnuo ctnpcf gp"lppu"fgv'qemu°"ltkv°gpfg"d{i i j cpf rctg"uqo "lpvg"lpi °t" k'p°i qp'ngf lc"o gp"uqo "@xkmki c"mwpf gt"l³/₄"UEC0'F³/₄gvc"gp"O ³/₄g"v'gC"U."Htgcpc"v'glpf wutk' CU"qej "Pcgugd{"vgxctg"@gzgo r gn"r°"ltkv°gpfg" d{i i j cpf rctg0'F gv"uqo "lt@ uv" n@pgvgenpct"f guuc"l³/₄gvc"@cw"fg"qlhc"j ct"gp"lpf wutkxgtmco j gv"K'cpunwplpi "vni" d{i i j cpf gp0'

SCAs huvudkonkurrenter på den norska marknaden

F gp"pqtunc"d{i i j cpf gnuo ctnpcf gp"@gp"xkmki "o ctnpcf"l³/₄"UEC0'Gp"cx"cpngf plpi ctpc"@ "UECu"i gqi tchunc"n@ g0'P @j gvgp"vni"f gp"pqtunc"o ctnpcf gp"i ³/₄"UEC"nqpmwtgputchki " *UEC."4233+0""O gtr ctvgp"cx"UECu"j vxwf nqpmwtgpgvt°"vgthkpu"K'Uxgtki g"qej "wi ³/₄u"lt@ uv" cx"P qttunqi "Y qqf "Rtqf weu"qej "Ugvc0'KP qti g"@f gp"lt@ uvc"j vxwf nqpmwtgpgvp"O qgixgp" uqo "°vgthkpu"K'j grc"UECu"o ctnpcf uqo t°f g0'Kpp"Vtg"CU"@qemu°"uctnc"nqpmwtgpgvt"K' Vtqpf j glo uqo t°f gv0"

"

K'Hi wt"4"°vgthkpu"UECu"j vxwf nqpmwtgpgvtu"n@pqo t°f gp"wtkcf g"r°"netvc0'K'r vpmukucp" pgf cp"qej "K'Vcdgm'4'dguntku"UECu"nqpmwtgpgvt"o gt'lpi °gpfg0'

"

Tabell 2. En sammanställning av huvudkonkurrenternas anläggningar och produktion

Företag	Antal sågverk	Antal hyvlerier	Produktion (Kubikmeter sågade varor)
Setra (Affärsområde norr)	4"	4"	542"222"
Norra Skogsägarna	4"	4"	5: 2"222"
Norrskog Wood Products	5"	5"	672"222"
Inn Tre AS	5"	4"	337"222"
Bergene Holm AS	6"	7"	622"222"
Moelven	34"	3"	3"522"222"

"

- Ugte"/F gv"®"h® uv"Ugtcu"ch®uqo t°f g"pqtf "uqo "rgxgtgtc"vknf gp"pqtunc"o ctnpcf gp0' Kch®uqo t°f g"pqtf "kpi °t"r tqf vnkqpucpr® i plpi ctpc" Tqhu" u°i "k' Mckz" qej "O cif" u°i xgtm" f g" d°f c" cpr® i plpi ctpc" j ct" qemu° "xctukw" j { xrgtk0' F gp" °trki c" r tqf vnkqpgp" k' ch®uqo t°f g"pqtf "w r i °t" vkn542"222" mvdknö gvg" u°i cf g" xctqt0* Ugte. "4233+"

"

- Pqtte" Unqi u® ctpc" / "F gv" j ct" ukpc" r tqf vnkqpucpr® i plpi ct" k' X® vgt dqwgpu" nwvrcpf 0' H4u® plpi gp" vknf gp" pqtunc" o ctnpcf gp" ungt" drcpf "cppcv" h° p" M° i g" qej "U® ct" u°i . " d°f c" u°i ctpc" j ct" kpgi tgtcf g" j { xrgtk0' P qtte" unqi u® ctpc. "4233+"

"

- Pqtunqi " Y qqf " Rtqf wexu" / " P Y Ru" r tqf vnkqpucpr® i plpi ct" ° vghkppu" k' o gngtuc" P qttncpf " qej "wi ¾u" cx" u°i ctpc" uexcm" J kuo qhqtu. " qej "Ukn° u0J { xrgtkgtpc" ° vghkppu" k' J kuo qhqtu. " Hqtuc" qej " J co o gtf en" f gv" ®" h® uv" j { xrgtkgv" k' J co o gtf en" uqo " rgxgtgtc" vknf gp" pqtunc" o ctnpcf gp0* P Y R. "4233+"

"

- Kpp" Vtg" CU" ó" Kpp" Vtg" dguv° t" cx" v g" u°i xgtm" k' Vtqpf j glo utgi kpggp" xctc" cx" w° o gf " kpgi tgtcv" j { xrgtk0' Kpp" Vtg" ®" qemu° " gp" cx" P qti gu" v¾tuc" gzr qt v¾" cx" v® xctqt " *Kpp" Vtg. " 4233+"

"

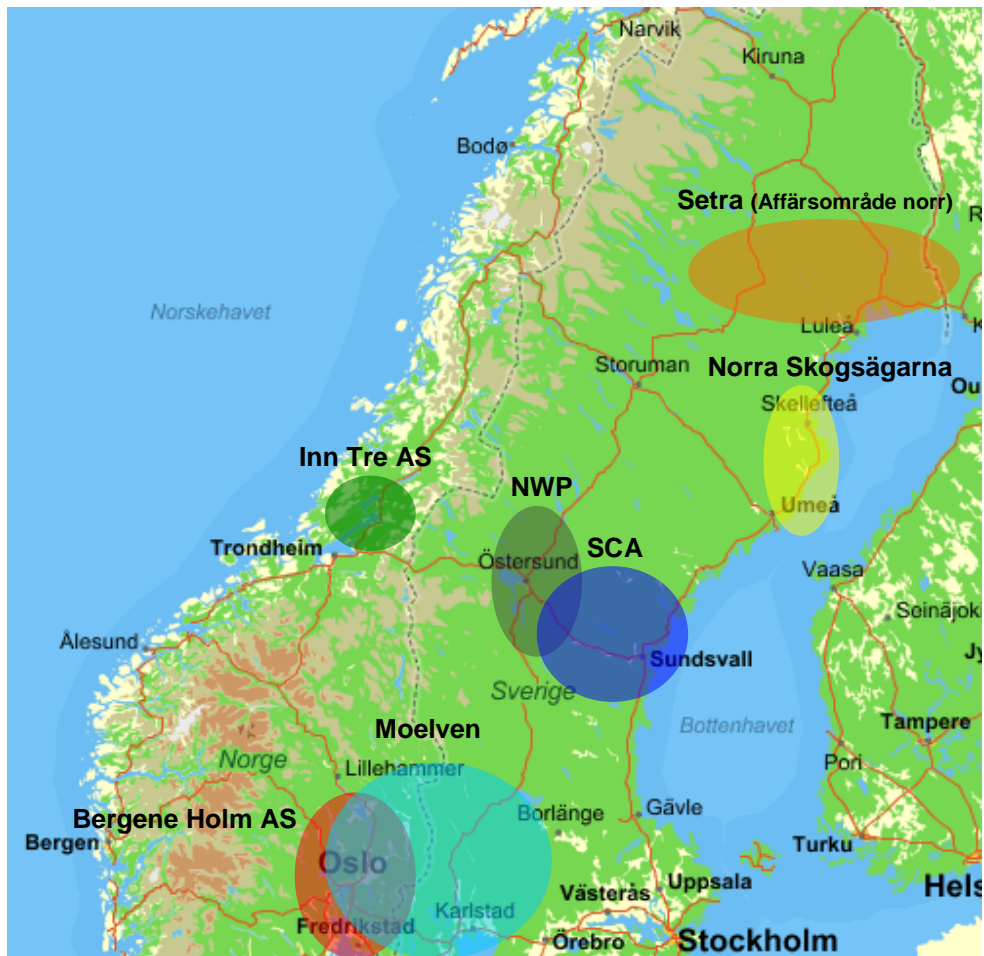
- Dgti gpg" J qm " CU" ó" £ t" gw" hco klg® v" v® pf wutk¾ gvc i " o gf " uco o cprci v" plq" r tqf vnkqpucpr® i plpi ct" dgr® pc" k' Qunq" tgi kpggp0' Dgti gpg" J qm . "4233+"

"

- O qgrxgp" ó" H4gvc i gv" j ct" d°f g" u°i xgtm" k' Uxgtki g" qej " P qti g" o gf " v° pi f r wpm" r °" o gngtuc" Uxgtki g" qej " U¾tc" P qti g0' K' P qti g" j ct" h4gvc i gv" hgo " r tqf vnkqpucpr® i plpi ct" o gf " gp" r tqf vnkqpunc" r cekgv" r °" 5: 2"222" mvdknö gvg" u°i cf g" xctqt0' Cx" O qgrxgpu" pqtunc" u°i xgtm" ®" f gv" h® uv" P wo gf en" CU" uqo " kptkmct" ukp" h4u® plpi " o qv f gp" pqtunc" o ctnpcf gp0* O qgrxgp. "4233+"

"

"



Figur 2. Karta över SCAs och dess konkurrenters huvudsakliga lokalisering av respektive företags produktionsanläggningar.

Syfte

U{hgv" o gf" f gwc" gzco gpuctdgv" @ " cw' wh³/₄c" gp" o ctnpcf uwpf gtu³/₄mpli " uco v" gp" nqpmwtg pucpen{u'r ° "f grct"cx" f gp"pqtunc"d{i i j cpf gnuo ctnpcf gp" h³/₄"UEC"Vko dgt0Ctdgv'unc" dguxctc"tg" h° i guv@mpli ct0"

- Xcf "x@f gu@gt"UECu'pwxctcpf g"d{i i j cpf rctg"j qu'gp"hxgtcpv³/₄"cx"t@ctqtA"
- Xcf "x@f gu@gt"UECu'r qvgpvkm'p{c"d{i i j cpf rctg"j qu'gp"hxgtcpv³/₄"cx"t@ctqtA"
- J wt"ugt"nqpmwtg puukwckpgp" w'h³/₄"UEC"r ° "f grct"cx" f gp"pqtunc"o ctnpcf gp"l@ h³/₄v" o gf "nqpmwtgtcpf g"hxgtcpv³/₄gt0""

Avgränsningar

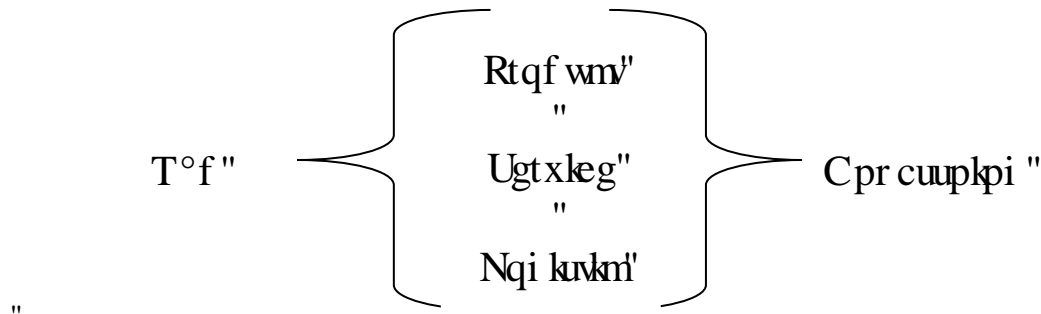
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Teori

Erbjudandet

Gw'ex"o ctnpcf uwpf gtu³4nplpi gpu'u{hvgp"@cw'wtgf c'xknc"gi gpuner gt'k'hqto "cx'vkn'gz go r gn' r tqf wmgf." ugtxleg" qej "nqi kuvkn' f g" pqtunc" d{i i j cpf rctpc" x@f gu@vgt "k' f gtcu" ngxgtcpv³4gtu" gtdlwf cpf g'cx'u° i cf g"t@xctqt0P gf cp"nqo o gt"gp"lpi ° gpf g"l³4mctkpi "qo "xcf "gtdlwf cpf gv"@ " qej "xcf "f gv'kppgj ° mgt0"

Gtdlwf cpf gv'dguv°t"cx"f g"lgo "grgo gpvgp"r tqf wmv." ugtxleg." nqi kuvkn't° f " qej "cpr cuupkpi "Hki wt " 5+*Hqtf . "o 0n0"4224+0Rtqf wmv." ugtxleg" qej "nqi kuvkn'wi ³4 "n@pcp'k'gtdlwf cpf gv' qej "@ "qo i kxpc" cx'r ctgpgugt "Hki wt "5+0T° f " qej "cpr cuupkpi "tgr tguvgvtct "f gp"o lwn° "f grgp "k'gtdlwf cpf gv' qej " ° vghkppu" wcp³4 "r ctgpgugt pc'k' Hki wt "5*J wi quuq"("O eEnwng{ . "422; +0"



Figur 3. Erbjudandet (Ford, m.fl., 2002).

Gprki v' Hqtf " *4224+" u{hct" gp" u@lctgu" gtdlwf cpf g" vkn' cw" n³4c" gp" n³4 ctgu" dgj qx" gngt" chh@ur tqdrgo 0Gw'chh@ur tqdrgo "ncp'vkn'gz go r gn'xctc"cmv'ht° p'cw'mwpf gp"ghvgtl° i ct'xctqt'vkn' ulp'dwkn'vkn'cxcpetcf g"nqi kuvkn'³4upkpi ct0'Qrkn° "mwpf gt"j ct"qrkn° "dgj qx" f @h³4 "° "f gv'gz vtc" xknki v' h³4 "u@lctgp" cw" xgv° xknc" gi gpuner gt "k' gtdlwf cpf gv' mwpf gtpc" x@f gu@vgt0 Xcf " gw" h³4 gvc i "gtdlwf gt "ulpc" mwpf gt "xkf "gp"chh@ "° "u@ncp" dctc" gp"r tqf wmv0Kf gv'hguv'hcm'vkn'qo o gt" f gv' qrkn° v{r gt" cx" ugtxleggtdlwf cpf gp0' F @h³4 " ° " chh@gt" o gmp" v° " r ctvgt" qhnc" x@f ki v' nqo r nlegtcf g'lpvgtcmkqpgt0*Hqtf . "o 0n0"4224+" "

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gzgo r gnr "°"ugtxleg"@"mwpf cpr cuucf "r tqf vnmwhtqto plpi ."tgmco cvkpuj cpvgtkpi "gmgt"
gw'dtgw'r tqf vnuqt vko gp'0Cw'gtdlwf c'dtc'ugtxleg'ncp'xctc'gp'uvqt'cprgf plpi 'vnm'cw'gp"
mwpf 'x@lgt'lwv'f ki 'uqo 'rgxgtcpv3/4'htco h3/4'nupmwtgpgvtpc0*Hqtf.'o 0h0'4224+ "

- Nqi kxkni' @" qhnc" gw' xkni v' nupmwtgpuo gf gn" ur gekgm' p@" rgxgtcpv3/4gp" u@lgt"
qf khtgtpvktcf g" r tqf vmgt" uqo " vni" gzgo r gnr nupmwtgpmkpuvktng0' Cw' wxgemc" qej "
gtdlwf c'qrknc"v'r gt'cx"nqi kxkni'4upki ct'uqo "vngzgo r gnr" "Just in time" "rgxgtcpugt'ncp"
i g'rgxgtcpv3/4gt'cx'ucpf ctf r tqf vmgt'nupmwtgpub3/4f grct "@gp"qo "f gtcu'r tqf vmgt'lpvg"
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o kpunc'qu@ngtj gvgp'o gncp'n3/4ctg'qej "u@lctg'xkngv'o gf h3/4'cw't°fi kxplpi gp'hwpi gtct"
d@v'p@"d°f c'r ctgt"@"f grmkci c0T°fi kxplpi "°p°i qv'uqo "n3/4ctgp'ghgtlt°i ct'o guv"
p@"f gv'hkpu"gp'uvqt'qu@ngtj gv'r °"o ctnpcf gp0'F gv'kppgd@c'cw'dtc't°fi kxplpi "ht°p"
rgxgtcpv3/4gpu'u@lctg'ncp"j c"gp"o {engv'uv3/4tg'kpxgtncp'r °"cw'ch@gp'drk'cx"@v'vni"
gzgo r gnr' rtkugv' r °" r tqf vmgp0' P°i tc" gpmc" gzgo r gnr' r °" t°fi kxplpi " °"
r tqf vnmkphqto cvkpp'uqo "rgxgtcpv3/4gp"n@i gt'w'r °"gp'kpgtgvukf c'gmgt'f grct'w'k'hqto "
cx" dtquej {tgt0' F gv' @" xkni v' cw' unklc" r °" t°fi kxplpi " qej " qrknc" v'r gt' cx"
h3/4u@lplpi unpg r " ht°p" rgxgtcpv3/4gpu" u@lctg0' T°fi kxplpi " u{hct' vni' cw' o kpunc"
kphqto cvkpuu{o o gvtlp"o gncp" n3/4ctg' qej "u@lctg." h3/4u@lplpi unpg r "u{hct' vni' cw"
v {enc'r °"mwpf gpu'ukw'gtdlwf cpf g'h3/4'cw'nqo o c'htco "vni'gp'ch@0'Gp'xkni'cur gm'cx"
t°fi kxplpi "°cw't°f"qemu"ncp"nqo o c'ht°p'rgxgtcpv3/4gpu"mwpf "xkngv'k'ukp'wv"ncp"
wi 3/4c"gp" xkni "kphqto cvkpuu@nc" h3/4" rgxgtcpv3/4gp0' Gw' gzgo r gnr' r °" f gp' v'r gp' cx"
t°fi kxplpi "ncp'xctc'cw'mwpf gp"i gt'h3/4urci "vni'rgxgtcpv3/4gp"j vt"f gppg'unc'wxgemc"
r tqf vmgp'k'htco v'f gp0*Hqtf.'o 0h0'4224+ "***** "

- Cpr cuuplpi "kvt@hct"p@"rgxgtcpv3/4gp"i 3/4"gp"vni@nki "pftlpi "cx'ukw'gtdlwf cpf g'vni"
mwpf gp'uqo "f gppg'pqto cn'kpg'umwng"i 3/4c'vni'p°i qp"cppcp'mwpf 0'F gv'xkni'u@c"qo "
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gzgo r gnr' r °" cpr cuuplpi ct'ncp'xctc'cw'rgxgtcpv3/4gp" xkf "gw' vni@ng"j {xrc't'htco "gp"
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xkni v'cw'nqo o c'kj °i 'cw'cpr cuuplpi ct'dkf tct'vni'3/4ncf g'nquvpcf gt'h3/4'rgxgtcpv3/4gp"qej "
xkuc" cpr cuuplpi ct'ncp'drk'cm'h3/4'nquuco o c'cw'i gpqo h3/4c0'F @h3/4"@f gv'xkni v'cw"
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mwpf uqemu'dgj qx0

SERVQUAL

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ugtxleg"j qu" gw' h3/4gci u" mwpf gt0' kputwo gpvgv' d{i i gt" r °" cw' o @c' vq" f ko gpukqpgt" cx"
ugtxlegmxcrkxgv'j qu'gw'h3/4gci u'mwpf gt0'F guuc'f ko gpukqpgt'ncp'uco o cphvcu'k'h3/4lcpf g'hgo "
ncvgi qtkgt0*Rctcuwtco cp."o 0h0'3; :: + "

- O cvgtkmc'vpi "o'Rtqf vnmkpuvpr@i plpi ct.'wtwvplpi "qej "p@xctq'cx'r gtuqpcr0'
- R°rkxki j gv'o'F4o °i cp'cw'wh3/4'f gv'o cp'mqxcv0'
- Hgzkdkkxgv'o'Xklcp'cw'upcddv'gtdlwf c'mwpf gp"j l@r 0'
- U@ngtj gv'o'Hcmgpj gvgp'cw'unrc'c'v{i i j gv'k'mwpf tgrv'kpgp0'
- Go r cvk'o'F4o °i cp'cw'dgo 3/4c'mwpf gtu'qrknc'dgj qx0""

What does "product quality really" mean?

I ctxlp*3; : 6+"j ct"cpn{ ugtcv'qiknc"f ghpkkqpgt"cx"r tqf wmnxcrksgv'uqo "j @uwo o ct"lt°p"lgo " u{pu@v" gngt"lphcmuxlpmct"r °"xcf "r tqf wmnxcrksgv"@0'F g"qiknc"u{pu@v"j @uwo o ct"dncpf" cppvlt°p"@ pguqo t°f gpc"hnquqhk"qej "gnppqo k0F guuc"qiknc"lphcmuxlpmct"j ct"I ctxlp"cpv@v" uki "cx"lt°p"cw"uner c"gw"tco xgtm'lt°p"cw'dguntkxc"xcf "r tqf wmnxcrksgv"@0'Tco xgtngv'dguv°t"cx" lt°p"cpv g"°wc"°f ko gpukqpgt"cx"r tqf wmnxcrksgv0

"

- Rtguvpcf c"
- Mqo r ngo gpv°knir tqf wmgp"
- R°rkrki j gv"
- " xgtgpun@ o gng"o gf "lt°p"xcf "nxcrksgv"
- Nkxun@i f "
- Ugtxleg"cx"r tqf wmgp"
- Wuggpf g"
- Wlr r gxf "nxcrksgv"

"

Gprki v'I ctxlp*3; : 6+"@°f gv°xknki c"lt°p"lt°p"gtci "cw"ctdgw"o gf "f gwc"tco xgtm'lt°p"cw'drk"@ppw" o gt"nupnwtgpnuchki v0"

Importance performance analysis (IP-anlays)

Ko r qtvpeg"r gthqto cpeg"cpn{ u"@°gp"utwnwt"uqo "lt°p"gtci "ncp"cpv@v c"lt°p"cw"cpn{ ugtc"xcf " f gtcu"mwpf gt"x@f gu@vgt"cxuggpf g"r tqf wngi gpuner gt"qej "ugt xlegnxcrksgv0Cpucvugp"cpn{ ugtct" qemu°"j wt"dtc" gw"lt°p"gtci " @°r °"cw"°knrtgf uuv@nc" f gv"mwpf gp"x@f gu@vgt0' Cpnc{uo gvqf gp" lptqf wegtcf gu"lt°p"u"cx"O ct°vnc"qej "Lco gu"*3; 99+"qej "d{i i gt"r °"gp"x°f ko gpukqpgm'o c°tku" uqo "dkf ct"htc"uv{engp"nxcftcpvgt°°Hki wt"6+0Mxcftcpvgtpc"fgcu"cx"gp"z"qej "gp"{"cz gr0N@pi u" z"cz grp"°vgtlkppu"unncp"uqo "o @gt"lt°p"gtci gu"r tgucvqpp"K'hqto "cx"cw"°knrtgf uuv@nc"mwpf gp0' N@pi u" {"cz grp"°vgtlkppu"gp"unncp"uqo "o @gt"x°f "mwpf gp"x@f gu@vgt." f gv"xkn' u@ c"xknnc" r tqf wngi gpuner gt"qej "xknngp"ugt xlegnxcrksgv'mwpf gp"ghgtlt°i ct0"

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"

Knxcftcpv"4"°vgtlkppu"qemu°"f g"gi gpuner gt"uqo "mwpf gp"x@f gu@vgt"o gp"lt°p"gtci gu"r tgucvqpp" t@ngt"lpvg"°knlt°p"cw"°knrtgf uuv@nc"qf qug"mwpf gpudgj qx0F @lt°p"ncmcu"nxcftcpv"x°"lt°p"öHqmwugtc"j @ö0' Cpgrf plpi gp"@°cw"lt°p"gtci gp"d°p"cpv@v c"uki "qej "n@ i c"tgwtugt"r °"cw"lt°p"d@vnc" f gtcu" r tgucvqpp"lt°p"cw"°knrtgf uuv@nc" f gv"mwpf gp"x@f gu@vgt0'

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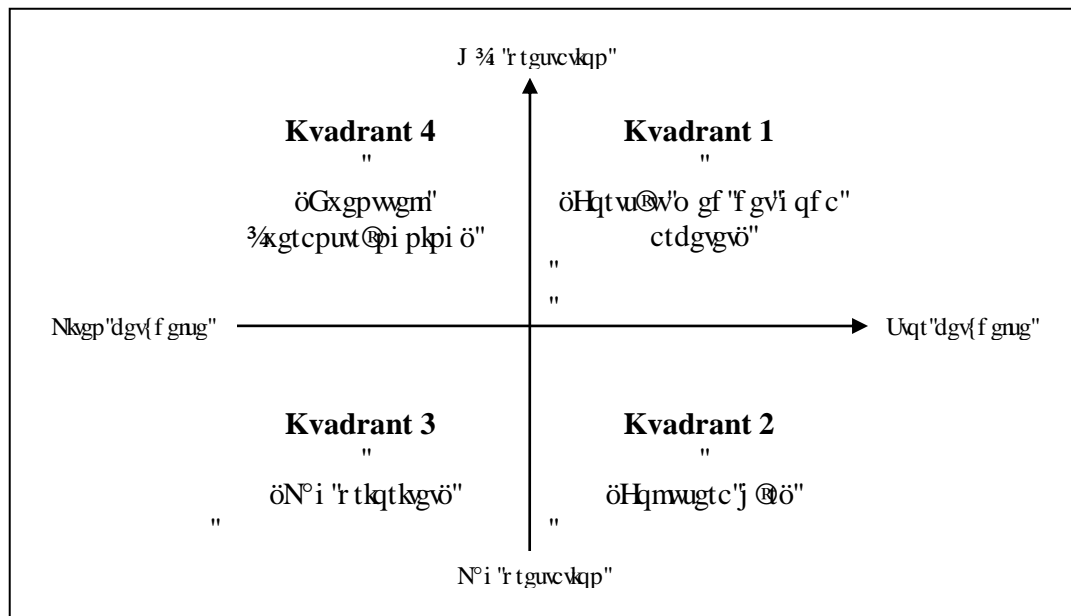
"

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"

Ko r qtvpeg"r gthqto cpeg"cpn{ u"j ct"o gf "ltco i °pi "°k ki ctg"cpv@v"K'uwf lgt"cx"J cpugp"qej " Y ghphwtgt°3; ; ; °qej "Vqkxqpgp°4227+0'

"



Figur 4. Importance performance diagram (Martilla & James, 1977).

Trefaktorteorin om kundnöjdhet

För att förstå kundnöjdhet är det viktigt att förstå de faktorer som påverkar kundens upplevelse. Enligt Trefaktorteorin (Three-Factor Theory) kan kundnöjdhet beskrivas som en funktion av tre huvudsakliga faktorer: Basic factors, Performance factors och Excitement factors. Basic factors är de grundläggande faktorer som skapar en grundläggande nivå av nöjdhet. Performance factors är de faktorer som påverkar kundens upplevelse av produktens kvalitet. Excitement factors är de faktorer som skapar en överraskande upplevelse för kunden.

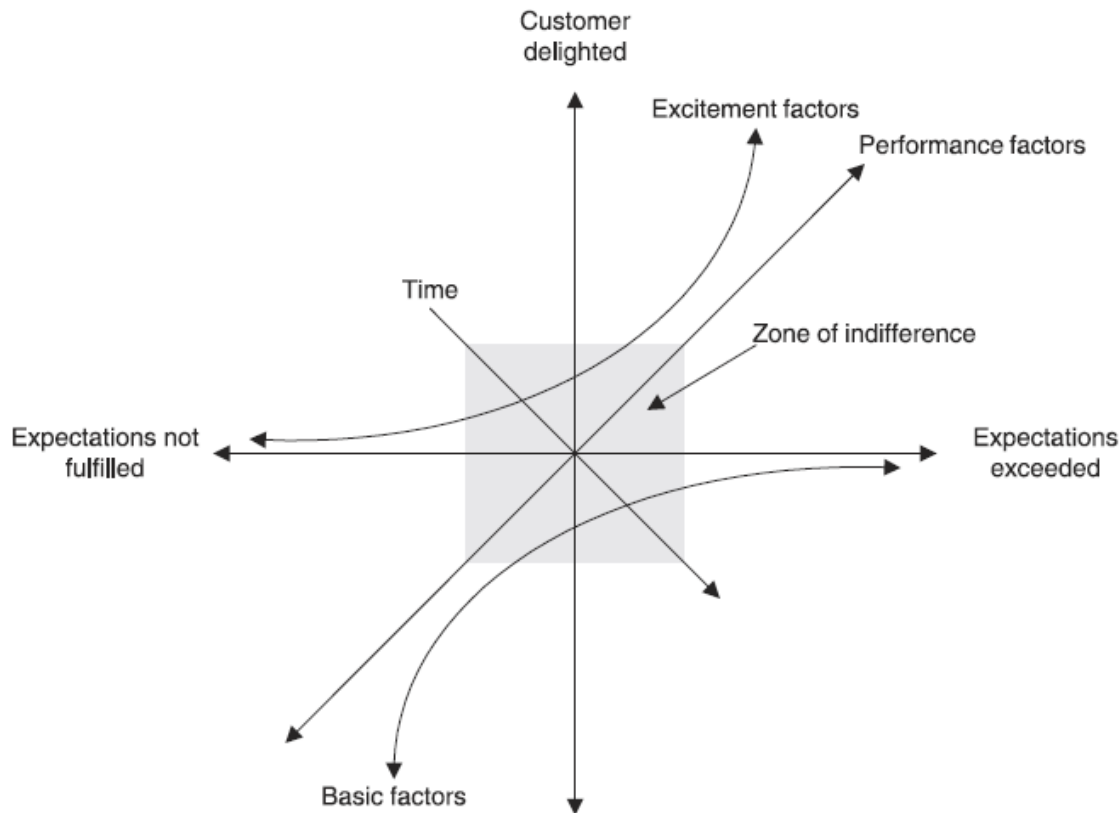
Enligt Trefaktorteorin kan kundnöjdhet beskrivas som en funktion av tre huvudsakliga faktorer: Basic factors, Performance factors och Excitement factors. Basic factors är de grundläggande faktorer som skapar en grundläggande nivå av nöjdhet. Performance factors är de faktorer som påverkar kundens upplevelse av produktens kvalitet. Excitement factors är de faktorer som skapar en överraskande upplevelse för kunden.

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q14wugf f c"dguv@plpi ct"qej "upcdde"ngxgtcpugt0"Cxunwplpi uxlu"n@pgvgenpcu" f guuc"hcmtgt" cx"cw"fg"34gttcumct"mwpf gp"r °"gw'r qukkxv"u@v"qej "f @o gf "uner ct"gp"34mf "vnhfg uv@ngug"j qu" mwpf gp0*O cv\ rgt."4226+" "

K Hki wt" 6" °vgthkppu" gp" r ki'o gf "dgp@ plpi gp" "Time" f gp" h4mctc" j wt" f g" vtg" hcmtgtpc" h4j °mgt"uki "vni\kf 0F gv'xkm'u@ c" f gv'uqo "Kf ci "@""Excitement factors" nqo o gt"o gf "kf gp"cw" drk""Performance factors" qej "vni'unw""Basic factors" h4"mwpf gp0" "



Figur 4. Trefaktormodellen (Matzler, 2004).

Sammanfattning av teorier

F g"vtg"vgqtkgtpc"qxcp"vnuco o cpu"o gf "34pungo °n"ht°p"UEC"qej "xvgvpuner rki c"ctvnmct"cx" I ctxlp"*3; : 6+ "C0Rteuwtco cp"*3; : : + "J cpugp"qej "Dwuej "3; ; 8+ "J cpugp"qej "Y gkphwtgt" *3; ; ; + "Vqkxqpgp"4227+j ct "kf gwc"ctdgv"ngi cv'vni twpf "h4'hgo "nvgi qtkgt"kpqo "r tqf wni"qej " ugtxlegmxcrkvg0F guuc'hgo "nvgi qtkgt"j ct "lci "wi °w"ht°p"p@ "lci "ctdgvv"htco "gpm@gp"uco v'f gp" l@ h4cpf g" cpcn\ugp0 K'r wpmrkuvc" pgf cp"j ct "lci "xcn"cw" nqtv' uco o cphwc" xcf " f g" hgo " nvgi qtkgtpc"lppgj °mgt0 K'Dkci c"3"i °t" f gv'cw"v" f gn'ex" xkme"ht°i qt"tgur gmkxg"nvgi qtk"@ " wrd{i i f"cx0""

Produktkvalitet

- **Prestanda:** "Mvgi qtkp" lppgj °mgt" ht°i qt" dgt@hncpf g" j wt" o {engv d{i i j cpf nctpc" x@f gu@vgt"ngxgtcpv4gpu"v@xctqt"o gf "cxuggpf g"r °"j 34"nxcrkvg"fi v'r tku."vnmcpf g" wuggpf g"qej "HUE"egt vhtkpi 0"

- **Upplevd kvalitet:** "F g v' @ " n 3/4 ct g p u " w r h c w p k p i " q o " r t q f w m g p u " n x c r k g v " d c u g t c v " r ° " f g p p g u " u w d l g m k x c " d g f 3/4 p k p i c t " h ° p " v k m z g o r g n ' t { m g p . " t g m r c o " q e j " c p f t c " v { r g t " c x " k p h q t o c v k p u n @ n t " * 1 c t x k p . " 3 ; : 6 + 0 ' M c v g i q t k p " k p p g j ° n g t " h ° i q t " q o " j w t " u v q t " k p x g t n e p " w r r n g x f " n x c r k g v " j c t " r ° " d { i i j c p f r c t p c " p @ " f g " x @ i g t " r g x g t c p v 3/4 0 ' T g u r q p f g p v g t p c " j c t " x @ f g u c w ' g i g p u n e r g t " u q o " v k m ' g z g o r g n ' c w " r g x g t c p v 3/4 g p " j c t " g w ' i q w ' t { m g " k ' d t c p u e j g p . " c w " r g x g t c p v 3/4 g p " j c t " u k p " r t q f w m k q p " k ' g w " p q t f k u m ' r c p f " u c o v ' c w " r g x g t c p v 3/4 g p u " t ° x c t c " n q o o g t " h ° p " g w ' p q t f k u m ' r c p f 0 "

Servicekvalitet

- **Leverantörsservice:** " M c v g i q t k p " k p p g j ° n g t " h ° i q t " q o " j w t " o { e n g v ' d { i i j c p f r c t p c " x @ f g u @ v g t " g i g p u n e r g t " u q o " v k m ' g z g o r g n ' c w " r g x g t c p v 3/4 g p " n e p " g t d l w f c " g w " u v q t v " r t q f w m u q t v k o g p v . " q r k n e " v { r g t " c x " n q i k u k m 3/4 u p k p i c t . " g p " i q f " n q o o w p k n e v k p p " q e j " g p " d t c " c f o k p k u t c v k x " u g t x l e g 0 "
- **Pålitlighet:** " M c v g i q t k p " k p p g j ° n g t " h ° i q t " q o " j w t " o { e n g v ' d { i i j c p f r c t p c " x @ f g u @ v g t " c w " r g x g t c p v 3/4 g p " n e p " g t d l w f c " r w p m u k i c " r g x g t c p u g t . " r ° r k w k i c " u @ l c t g " u c o v " i q f c " c h h @ u t g r c v k p p g t 0 "
- **Flexibilitet:** " M c v g i q t k p " k p p g j ° n g t " h ° i q t " q o " j w t " o { e n g v ' d { i i j c p f r c t p c " x @ f g u @ v g t " c w " r g x g t c p v 3/4 g p " n e p " g t d l w f c " u p c d d c " r g x g t c p u g t . " j c p v g t c " q h 3/4 w u g f f c " d g u @ n p k p i c t . " v k n k g t n e " u r g e k n l r t q f w m g t " o q v ' q t f g t " u c o v ' c p r c u u p k p i c t " g h g t " n w p f g p u 3/4 p u n g o ° n 0 "

Wpf gt "kpvtxlwgtpc"tgi kwtgtcf gu"x@f grcf f cf g"ekcv"ht°p"tgur qpf gpvtgpc0'Gp"mxcrkcx"o gvf "kppgd@" dmpf "cpcv"cw"hmwtgc"r°"qtf."vgzv"qej "j cpf rkp ctu"wpf gtrki i cpf g"o gplpi "qej "kppgd34f "Qnuqp"qej "U34gpugp."4229+"F gwc"j ct"qemu°"xctk'u{hvg'o gf "f gppc" f grlcx"o gvf gp0"

Urval

Wxcnuo gvf gp"l34" f gppc"o ctnpcf uwpf gtu34nplpi "i twpf ct"uki "k'ctdgvgu"ht°i guv@nplpi "qej "cxi t@uplpi ct0" " F gv" j ct" o gf l34v" cw" wxcnuo gvf gp" wi 34u" cx" gw" utcvgi kum" leng" ucppqrknj guwtxcr0'F gppc"o gvf "n@ppggenpcu"cx"cw'f w'ul@x"x@lgt"w'xknc"tgur qpf gpvt"uqo "unc"lpi °"k'wpf gtu34nplpi gp"qej "cw'o gvf gp"u{hct"vkn'cw'gtj °nc"gp"flwr ctg"l34uv"gnug"l34"qrknc"l34gvgnugt0'F g'utcvgi kunc"wtxcrgv'nep"i 34cu'r °"qrknc"u@w0Wxcrgv'nep"xctc"dtgw"qej "lppgj °nc"o °pi c"qrknc"v{r gt"cx"tgur qpf gpvt."f gv'nep"xctc"lptkncv'o qv'gzvgo hcm'gmt"v{r kunc"hcnd" *Qnuqp"qej "U34gpugp."4229+" "

Wxcnuo gvf gp"l34" f gppc"wpf gtu34nplpi "j ct"lci "xcn"cw"ncvgi qtkugtc"uqo "gw'dtgw'utcvgi kum" leng" ucppqrknj guwtxcr0' Wxcrgv" wh34f gu" DO " Uncpf kpcxkcp" qej " cxi t@ucf gu" vkn' UECu" j vxwf o ctnpcf uqo t°f g"K'P qti g0'Qo t°f gv'kppghcwct"ncpf uncr gp"P qtf ncpf ."P qtf "qej "U{f / Vt34pf grci "uco v'O 34g"qej "Tqo uf cr0'Qtucngp"xct"cw'k'f gwc"i gqi tchunc"qo t°f g"j ct"UEC" f g" hguv"cx"ulpc"d{i i j cpf gumwpf gt."xkngv"i lqtf g"f gv'o 34rki v"l34"DO "Uncpf kpcxkcp"cw"xctkgtc" wxcrgv'cx"nwpf gt0" "

F gp"ukuc" cxi t@uplpi gp"l34"wtxcrgv"xct"cw"wpf gh@'j @hnp"cx"r qr wrcvkppgp"unwng"wi 34cu"cx" r qvgpvgm'p{c"nwpf gt"l34"UEC0'F gv'o gf l34f g"cw'eknc"j @hnp"cx"r qr wrcvkppgp"xcrf gu"wt°p" DO "Uncpf kpcxkcpu"nwpf rkuc"qej "cpf tc'j @hnp"ht°p"gp"rkuc"o gf "r qvgpvgm'p{c"nwpf gt"l34"DO " Uncpf kpcxkcp0" "

H34wqo " cxi t@uplpi ct" qxcp." cpx@f g" DO " Uncpf kpcxkcp" qrknc" ntkgtkgt" p@ " f g" xcrf g" w" l34gvc gp"vkn'wpf gtu34nplpi gp0" "

H34lcpf g"ntkgtkgt"cpv@f gu"xkf "wtxcrgv"ht°p"UECu"nwpf rkuc<"
30 J vxwf "ntkgtkgt"xcctc"cw"l34gvc gp"j cf g"l34v't@xctqt'ht°p"UEC"p°i qp"i°pi "o gncp" v{ur gtqf gp"422; "vkn'lcpxctk'42330"

40 F @ghgt"xcrf g"Rextle"v{qrknc"v{r gt"cx"l34gvc "l34"cw'unerc"gp"dtgf f "K'r qr wrcvkppgp0' Xkngv'o gf l34f g"cw'j cp"xcrf g"wp{c'tgur gmkxg'i co nc"nwpf gt."uqtc"qej "uo °"nwpf gt" qej "vkn'ukv"nwpf gt"uqo "34ncv'ukv'kn34"cx"t@xctqt'tgur gmkxg'nwpf gt"uqo "o lpuncv'ukv' kn34"cx"t@xctqt0"

H34lcpf g"ntkgtkgt"cpv@f gu"xkf "wtxcrgv"ht°p" f gp"r qvgpvgm"nwpf rkucp<"
30 H34gvc "uqo "UEC"@ "kptguugtcf g"cw'u@lc"t@xctqt"vkn0"

F gv'hcmwo "cw'tguwncvg"lpvg"r°"gw'ucvukum"u@ngtu@n"u@w'nep"i gpgtcrkugtcu"r°"j gr"f gp" pqtunc"o ctnpcf gp"r°"i twpf "cx"wtxcnuo gvf gp."r°xgtnet"lpvg"cw'ctdgvgu"u{hvg"wr r h{mu0"UEC" @ "ht@ uv" kptguugtcf g" cx" tguwncvg"ht°p" f g" uwdlgmkxv" wxcrcf c" l34gvc gp" qej " f @l34" j ct" wxcnuo gvf gp"xctk"gw'o gf xgvgv'xcn'ht°p" f gtcu'ukf c0""

Enkäten

Ghgtuqo " o ctnpcf uwpf gtu34nplpi gp" kppghcwcf g" nwpf dgu34n' whqto cf gu" gpn@gp" uqo " gp" kpvtxlwdcugtcf "dgu34mugpn@0'Gprki v'Ej tkvgpugp"*4232+"@ "f gp"uqtc"l34f gngp"o gf "gp"u'f cp" gpn@"cw'f gp"uqo "wh34"wpf gtu34nplpi gp"@ "r°"r ncw"qej "nep"j l@r c"tgur qpf gpvgp"qo "f gppg" u34gt"r°"r tqdngo 0'Lei "v{emg"cw'f gv'xctc"xkmi v'cw'xct"r°"r ncw"ghgtuqo "gpn@gp"@ "untkxgp"r°"

uxgpunc"qej "xkuuc"ur t°munkpfc gt"lppu"o gncp" f gv'uxgpunc"qej "f gv'pqtunc"ur t°ngx0[wgtiki ctg"
gp"l34f gno gf "f gppc"v{r "cx"gpno"qemu"cw'f gp"qhuc"i gt"gp"j 3/4 "uxctuht gnxgpu" Ej tkugpugp."
4232+0""

Gpn@gp"qej "f gp"l@ h34cpf g"cpn{ugp° vgtlppu'kDkci c"3"qej "40F g"d{i i gt'r°"gp"mqo dlpckqp"
cx"gp"qtf lpcn"qej "pqo lpcn'unc"o gf "gp"lgo i tcf ki "i tcf gtlpi "lt°p"qdgvf rki "vkn'x@f ki v'xkmi "
tgur gmkxg"3"vkn'70"Gpn@gpu"u{hg"xctc"cw'o @c"xkmc"gi gpuncr gt"f g"pqtunc"d{i i j cpf rctpc"
x@f gu@vgt"gmgt""Importance""j qu"gp"ngxgcpv3/4"cx"v@xctqt0F gp"l@ h34cpf g"cpn{ugpu"u{hg"
xct"cw'o @c"UECu"rtgucvqp"gmgt""Performance""l@ h34v'o gf "nqpmwtgtgcpf g"ngxgcpv3/4gt0'
F g"lgo "nvgi qtlgtpc"lpqo "rtqf wmv"qej "ugt xlegncrkxgv"uqo "gpno"gp"vknuc o cpu"o gf "f gp"
l@ h34cpf g"cpn{ugp"@wrrd{i i f"cx."d{i i gt'r°"Hqtf u"*4224+"vgqtk"qo "gtdlwf cpf gv."I ctkpu"
*3; : 6+"wc"nvgi qtlgt"qo "xcf"rtqf wmnxcrkxgv"dgut"cx"uco v'Rctcwtco cpu"lgo "nvgi qtlgt"
lpqo "ugt xlegncrkxgv0Qtucnp"vkn'cw'lei "xcif g"cw"wi° "lt°p"fguuc"vgqtkgt"qej "xgvgpuncr rki c"
ctkmt"@cw'kf ki ctg"uwf lgt"cx"J cpugp"Y glphwtgt"*3; ; : +"qej "Vqkxqp"gp"*4227+"qemu"j ct"
dcugtclupc"wpf gtu3/4nplpi ct'r°"f guuc"vgqtkgt"qej "xgvgpuncr rki c"ctkmt0"
"

Kpccp"o ctnpcf uwpf gtu3/4nplpi gp"i gpqo h34f g"vucf gu"lt°i ghqto w@gp"r°"x°"kpn3/4 uej ghgt"cx"
v@xctqt."f g"ctdgwcf g'r°"I @f kp"("Rgtuqp"K" ugtuwpf "tgur gmkxg"J cmil3/4dt@i° tf "K'Wf r ucn0'
U{hg'v'o gf "vguvgp"xct"cw"j gn'gpngn"vuc"lt°i ghqto w@gp"K'gp"xgtmki "ukwcvqp"l34"cw"j kvc"
dtkugt"qej "u@gtu@n"o ki "qo "cw'lei "lpv"o kuuc'p°i qp"x@gpvki "lt°i gu@nplpi ctcp0Vgugtpcu"
tguwncv'o gf h34f g"cw'lpki c"qf tpi ct"cx"lt°i ghqto w@gp"i lqtf gu0'

Datinsamling och bearbetning

Uwf lgp"qo hwcpgf g"vqcm"46"mwpf dgu3/4n'wpf gt"tg"xgenqtu"kf "K'O ctu"42330'Dgu3/4ngp"dqnef gu"
kp"K'h34x@ "i gpqo "vgnhqpnpvcn"o gf "d{i i j cpf rctpc0Cmc"tgur qpf gpvt"uqo "nqpvcmcf gu"
dguxctcf g"gpno"gp."f g"36"l34gvi "K'r qr wcvqp"uqo "l34"vkn'ngv"wi 3/4u"cx"UECu"mwpf gt"
dguxctcf g"qemu"lt°i ghqto w@gv"dgutlpcf g" f gp"l@ h34cpf g"cpn{ugp0' H°i ghqto w@gp"
f gncf gu"ww'k'uco dcpf "o gf "mwpf dgu3/4ngp"qej "dgu3/4mwf gp"l34"xctlg"dgu3/4n'xctcf g"K'wpi gh@52"
vkn'62"o kpwtg0"
"

Tguwncvgv"lt°p"wpf gtu3/4nplpi gp"uco o cpu@nf gu"K'Gzegnf @"o gf grx@f gp."ucpf ctf cxxkngrgt"
qej "tcpi qtf plpi ct"cx"fcwo cvgtkcrv'i lqtf gu0Tguwncvgv'cpn{ugtcf gu"@gp"o gf "j l@r "UCUf @"
ucvkn'um"u@gtu@nf c"unkpfc gt"dgt@npcf gu"o gf "j l@r "CP QXC/vgugt0UCU"cpv@f gu"qemu"
vkn'cw'wl3/4c"gp"mwugtcpn{u0"
"

Mmwugtcpn{u"@gp"o gvqf "o gf "u{hg"cw'kf gpvklgtc"i twr r gt"lpqo "gp"r qr wcvqp0'O gvqf gp"
mcuukheltct"l34go °n'uqo "vkn'gzgo r gntgur qpf gpvt"gmgt"rtqf wmvgt"lp"K'i twr r gt"i gpqo "cw"
o @c"rkj gvt"j qu" f go 0' Kqo "o ctnpcf ul34pi gp"nemt"o cp"o gvqf gp"l34"ugi o gpvtlpi 0'
Mmwugtcpn{u"nec"rkpcu"o gf "hcmqtcpn{u"unkpfc gp"@cw"mwugtcpn{u"i twr r gtct"l34go °n'
kn'ngv"l34"xctkcdgt0*J ckt."4232+""
"

F gv'lpku"o °pi c"qrknc"o gvqf gt"cx"mwugtcpn{ugt"cw"x@lc"dncpf 0'Xcrgv"cx"o gvqf "l34"f gppc"
uwf kg"j ct"fgklu"uv{tu"cx"cw'gpno"gp"d{i i gt'r°"gp"qtf lpcn'unc0F gv'j ct"vkn'l34lf "cw'cxu° pf gv"
o gncp"lpf kxf gtpc"K"mwugtgp"o @u"o gf "Rgctupf iu"nqttgrcvqpunghhclgpv"uqo "dgvgenpcu"t"
mxcf tev"J ckt."4232+0T/mxcftcvx@f gv'nec"cpvc"cmc"x@f gp"K'lpvgtxcngv"3"vkn'o kpwa"30P @T"
mxcf tev"x@f gv"@rknc"o gf "3"lpku"fv'gp"j 3/4 "r qukx"nqttgrcvqp"o gncp"l34go °ngp0'Xcrgv"cx"
mwugtgo gvqf "drgx"gp"j lgtctnkun""average linkage""o gvqf 0F gp"n@pgvgenpcu"cx"cw'rkj gvgp"K"
mwugtgv"wi 3/4u"cx"gw'o gf grx@f g"dgutnecv'r°"cmc"lpf kxf gt"K'i twr r gp."xknvg'k'ulp"wt"o gf l34"
cw'f gv'qhucv@"gp"rkvgp"xctkcvqp"K'cxu° pf gp"lpqo "i twr r gp"*J ckt."4232+0"
"

Cprgf plpi gp'vni'cw'lei 'xcm'cw'cpcn{ ugtc'tguwncvgv'o gf 'j l@r 'cx'gp'mmwgtcpcn{ u'@'cw'h3/4u3/4nc" j kwc'i twr r gt'k'r qr wrcvqpgp'uqo 'hnpct'xctcpf tc0F gv'xkm'u@c'u{hgv'o gf 'cpcn{uo gvqf gp'@'cw' ugi o gpvgtc'd{i i j cpf rctpc'ghgt'xkmc'gi gpuner gt'f g'x@f gu@vgt'j qu'gp'rgxgtcpv3/4'cx't@ctqt0' F gp'mmwgtc gvqf "uqo "cpx@f gu'k'f gppc"wpf gtu3/4nplpi " @ " gp"u°ncmf " "Average linkage"" o gvqf 0'

CP QXC'vgu'xcnf gu'ghgtuqo 'vguv'hcp'cpcn{ ugtc'f cwc'h°p'hgt '@'x°'i twr r gt0F gv'i °t" f guuwqo 'cw'dgt@pc'unkmpcf gt'kpqo 'i twr r gp'tgur gmkxg'o gmp'i twr r gt'Guckuuqp.'o 0n0" 4227+0F gp'ht @ uvc'qtucngp'vni'xcth3/4'lei 'xcnf g'CP QXC'vgu'xct'cw'lei 'xkng'wpf gtu3/4nc'qo " f gv'hppu'p°i tc'ucvukum'u@ngtuv@f c'unkmpcf gt'o gmp'qrknc'd{i i j cpf rctgu'x@f gtlpi ct0'

Ktguwncvgv'h°p'h°i ghqto w@gp'cpcn{ ugtcf gu'o gf 'j l@r 'cx'dncpf 'cppev'K r qtcpeg" Rgthqto cpeg'cpcn{ u'f @'qrknc'uco o cpv@nplpi ct'i lqtf gu'cx'xcf'd{i i j cpf rctpc'x@f gu@vgt" uco v'f gtcu'wr r hcvplpi 'cx'UECu'r tguvcvqp0R'cpcn{ u'wh3/4f gu'r °'j gr'r qr wrcvqpgp.'r °" d{i i j cpf rctg'k'qrknc'i gqi tchunc'tgi kpgt'uco v'UECu'o guv'qej 'o kpuv'p3/4f c'mwpf gt0Tguwncvgv' cpcn{ ugtcf gu'qemu°'o gf 'j l@r 'cx'tcpnpi rkvqt'f @'gpn@h°i qtpc'o gf 'f g'j 3/4 uvc'tgur gmkxg" r@ uvc'o gf grx@f gpc'dgt@hpcf g""Importance"" tcpi qtf pcf gu0Gp'tcpnpi rknc'dgt@hpcf g'f g" gpn@h°i qt'uqo 'h°w'hguv'cpvni'kni {uucf g'hgo o qt'i lqtf gu'qemu°0D{i i j cpf rctpcu'gi pc'qtf " cpcn{ ugtcf gu'o gf j l@r 'cx'gp'htgmxgpucpcn{ u'f @'gp'tcpi qtf plpi 'i lqtf gu'cx'f g'o guv' h3/4gnqo o cpf g'qtf gp'uqo "d{i i j cpf rctpc'ul@xc'cpx@f g'uki 'cx'p@'f g'dgumgx'gp'dtc" rgxgtcpv3/4'cx't@ctqt0"

Kcpcn{ ugp'l@ h3/4u'tguwncvgv'h°p'lpvgtxlvgtpc'o gf 'tguwncvgv'h°p'h°i ghqto w@gp'wr r f grcv" ghgt'f g'hgo 'ncvgi qtkgtpc'kpqo 'r tqf wmv'qej 'ugt xlegmxcrkxg0Wkh°p'xctlg'ncvgi qtku'tguwncv' i lqtf gu'gp'mcuukhlegtpi 'gpri v'Mcpqu'tghcmqto qf gm*3; : 6+0F @'xctlg'ncvgi qtk' mcuukhlegtcf gu'cpvpi gp'uqo ""Basic factors". "Performance factors""gmgt""Exictelement factors"0F guuc'tg'mcuukhlegtpi ct'cx'f g'hgo 'ncvgi qtkgtpc'rk i gt'vni' twpf 'h3/4'f g" °vi @f uh3/4urci 'uqo "UEC'd3/4'xgtmiv@rc'h3/4'cw'drk'gp'@pw'uctnctg'nqpnwtg'pvr °'f gp'pqtumc" o ctnpcf gp0"

"

Resultat

Knär kngv'uqo "h4lgt"rtgugpvgtcu"j wxf f grgp"cx"tguwncvgv"lt°p"gnm°i qtpc"qej "kpvgtxlwgtpc0" J grc"tguwncvgv'o gf"uco vki c"uxct"r °"gnm°i qtpc."tguwncvgv"lt°p"fgp"l° h4cpf g"cpn{ugp" qej "cnc"x@f grcf f cf g"ekcv"qej "wwt {enl°vghkppu"Kdkci qtpc"8."7."6"qej "50""

Tguwncvgv" nqo o gt" cw" rtgugpvgtcu" o gf" h4cpf g" hgo " ncvgi qtkgt" kpqo " r tqf wnv" qej " ugtxlegncrkxgv."f @ "öImportance" qej " "Performance" "nqo o gt"cw"wpf gtut4ncu0'Kr wpmrkucp" pgf cp"°vghkppu"cnm"ncvgi qtkgtpc"uco v'gp"nqtvdgumt xplpi "cx"lppgj °mgv'ktgur gmkg"ncvgi qtk0"

Produktkvalitet

- **Prestanda:**"Mcvgi qtkp"lppgj °ngt"lt°i qt"qo "j wt"o {engv'd{i i j cpf nctpc"x@f gu@vgt"cw" r xgtcpv4gpu"t@ctqt"j ct"gp"j 3/4 "nxcrkxgv."gw'r fi v'r tku."gw'vknmrcpf g"wwuggpf g."@ "HUE" egtvktgcf g"uco v'x@lgo dcmgtcf g0"
- **Upplevd kvalitet:**"F gv" @ "n4 ctgpu" w r hcvlpi "qo " r tqf wmgpu"nxcrkxgv"dcugt v"r °" f gppgu"uxdlgmxc"dgf 3/4 plpi ct"lt°p"vkn"gzgo r gn't {mgp."tgmco "qej "cpf tc"v{r gt"cx" lphqto cvkpun@mt"°1 ct xlp."3; : 6-0Mcvgi qtkp"lppgj °ngt"lt°i qt"qo "j wt"uvt"lpxgtncp" w r r xgf "nxcrkxgv"j ct"r °"d{i i j cpf nctpc"p@°f g"x@lgt"r xgtcpv40'T gur qp f gpvgtc"j ct" x@f guc w"gi gpuner gt"uqo "vkn"gzgo r gn'cw"r xgtcpv4gp"j ct"gw"i qw't {mg"K'dtceuej gp." cw"r xgtcpv4gp"j ct"ukp"r tqf wmkqp"K'gw"pqtf kum"ncpf "uco v'cw"r xgtcpv4gpu"t°xctcp" nqo o gt"lt°p"gw"pqtf kum"ncpf 0"

Servicekvalitet

- **Leverantörsservice:**"Mcvgi qtkp" lppgj °ngt" lt°i qt" qo "j wt" o {engv' d{i i j cpf nctpc" x@f gu@vgt" gi gpuner gt" uqo " vkn" gzgo r gn' cw" r xgtcpv4gp" ncp" gtdlwf c" gw" uvtv" r tqf wmuqt vko gpv."qnnc"v{r gt"cx"nqi kumv4uplpi ct."gp"i qf "nqo o wpkncvqp"qej "gp"dtc" cf o kpkntcvkx"ugt xleg0"
- **Pålitlighet:**"Mcvgi qtkp"lppgj °ngt"lt°i qt"qo "j wt"o {engv'd{i i j cpf nctpc"x@f gu@vgt"cw" r xgtcpv4gp" ncp" gtdlwf c" r wpmrki c" r xgtcpugt." r °rkxki c" u@lctg" uco v' i qf c" ch@utgrcvkpgt0"
- **Flexibilitet:**"Mcvgi qtkp"lppgj °ngt"lt°i qt"qo "j wt"o {engv'd{i i j cpf nctpc"x@f gu@vgt"cw" r xgtcpv4gp" ncp" gtdlwf c" upcdde" r xgtcpugt." j cpvgtc" qh3/4wugf f c" dgu@mpkpi ct." vknrgtnc"ur geknrlr tqf wmgv"o qv'qtf gt"uco v'cpr cuupkpi ct"ghgt"nwpf gpu3/pungo °n0"

Det bygghandlarna värdesätter

F gppc"fgn'cx"tguwncvgv'dguxctct"lt°i guv@pki "gw."x°"qej "tg'ku{hgv'o gf"j l@r "cx"Vcdgm'5."6" qej "Hki wt"70'K'Vcdgm'5"rtgugpvgtcu"gw'o gf grx@f g"r gt"ncvgi qtk'dgt@hcfp g"xkmc"gi gpuner gt" d{i i j cpf nctpc"x@f gu@vgt" "Importance" j qu"gp"r xgtcpv4"cx"t@ctqt0'Vcdgm'5"tgf qxkuct" qemu"° xkmc" gi gpuner gt" UECu" dghkpvki c" d{i i j cpf gnmwpf gt" vknco o cpu" o gf" UECu" r qvvpvknm"p{c"mwpf gt"x@f gu@vgt"j qu"gp"r xgtcpv4"cx"t@ctqt0'K'Vcdgm'5"°vghkppu"qemu"° ucpf ctf cxxknngup"dgt@pcv'r °"j grc"r qr wcvkqpgp0F gp"xkuct"cw'r °rkxki j gv"@f gp"ncvgi qtk'f @ " uxctgp"j ct"o kpuv'ur tkf plpi ."xkngv'ncp"vqmcu"uqo "cw'o gf grx@f gv'h4"ncvgi qtkp"r °rkxki j gv"@ " d{i i j cpf nctpc"o guv'gpli c"qo 0N@pi uv'pgf "K'Vcdgm'5"tgf qxkucu"uki plknepc"unkmpcf gt"o gncp"

nēvgi qtkgtpc"l34"j gr"r qr wrcvkpgp0Mēvgi qtkgt"xctu"egmgt"@kh{mf c"o gf"gp"ul@pc"j ct"gp" ucvkukunlu@ngtun@nf"unkmpcf"l@ h34v'o gf"nēvgi qtkgt"xctu"egmgt"@vqo o c0' ""

Tguwnēvgv' k' Vcdgm' 5" xkuct" cw' d{i i j cpf nctpc" x@f gu@vgt" gi gpuner gtpc" r °rkri j gv' qej " hgz kdkkgv'o guv"j qu'ukpc"rgxgtcpv34gt0'Gi gpuner gp'wr r gxf'nxcrkgv'@f gv'uqo "d{i i j cpf nctpc" x@f gu@vgt" o kpu0' Tguwnēvgv' xkuct" qemio" cw' f g" t g" qrkne" i twr r gtpc" x@f gtct" f g" qrkne" nēvgi qtkgtpc"tgrcvkv'rkne0'

Tabell 3. De egenskaper SCAs kunder samt potentiella kunder värdesätter hos en leverantör av trävaror

"	Prestanda	Upplevd kvalitet	Leverantörsservice	Pålitlighet	Flexibilitet
Importance (Tot. Population)	6.3"	5.8"	5.: "	6.5"	6.5"
Importance (SCA Timbers kunder)	6.3"	5.7"	5.9"	6.5"	6.4"
Importance (Potentiella Kunder)	6.3"	5.8"	5.9"	6.5"	6.4"
Standard avvikelse (Tot. Population)	2.: : "	3.23"	3.33"	2.: : "	2.88"
Signifikant skillnad	"	, "	, "	"	"

SCAs prestation

K'Vcdgm'6"r tguvpgtgu'tguwnēvgv'lt°p"f gp"l@ h34cpf g"cpn{ugp0X@f gpc"k'vcdgmgp"wi 34u"cx" o gf grx@f gp"l34'tgur gmkxg'nēvgi qtk'dgt@hpcpf g"j wt"UECu"d{i i j cpf gnuwpf gt"x@f gtct"f gtcu" r tguvkvqp" "Performance" K'hqto "cx"cw'rgxgtgtc"f g"hgo "nēvgi qtkgtpc0'K'Vcdgm'6"t gf qxlucu" qemio"ucpf ctf cxxkngnugp"f @nēvgi qtkp"r °rkri j gv'j ct"hf w'f gv'n@ uvc"x@f gv'F gv'nep"qmeu" uqo "cw'o gf grx@f gv'h34"nēvgi qtkp"r °rkri j gv'@"d{i i j cpf nctpc"o guv'gpk c"qo 0'N@i uv'pgf "K' Vcdgm'6"t gf qxlucu'uki pkhncpc'unkmpcf gt'o gncp'nēvgi qtkgtpc0Mēvgi qtkgt"xctu"egmgt"@kh{mf c" o gf"gp"ul@pc"j ct"gp" ucvkukunlu@ngtun@nf"unkmpcf"l@ h34v'o gf"nēvgi qtkgt"xctu"egmgt"@ vqo o c0Tguwnēvgv'k'Vcdgm'6"xkuct"cw'f gv'lpvg"lppu"p°i qp"uki pkhncpv'unkmpcf"o gncp"f g"hgo " nēvgi qtkgtpc0'

Tabell 4. SCAs prestation i jämförelse med konkurrerande leverantörer betygsatt av dess egna kunder

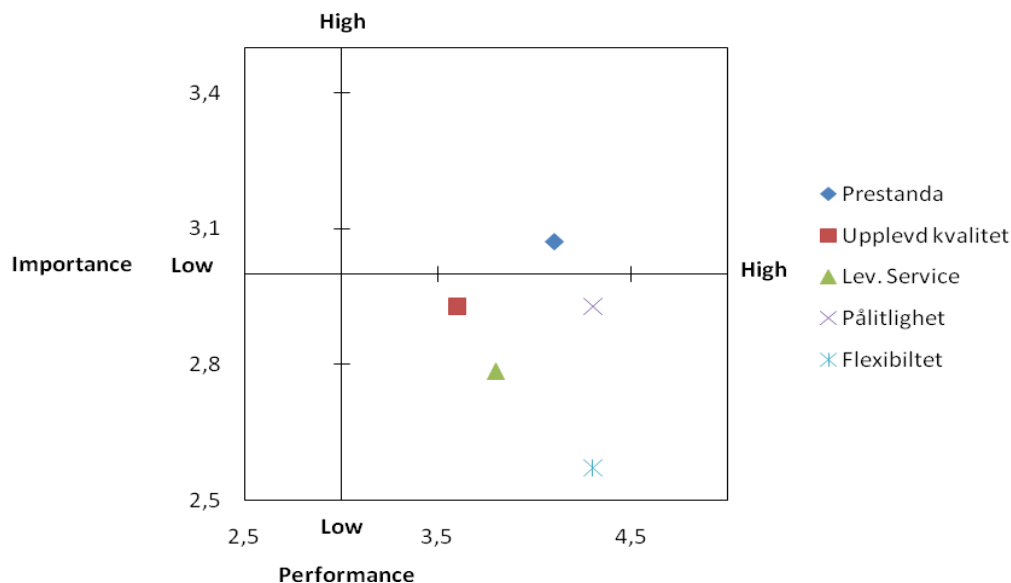
"	Prestanda	Upplevd kvalitet	Leverantörsservice	Pålitlighet	Flexibilitet
Performance	5.3"	4.; "	4.: "	4.; "	4.8"
Standardavvikelse	2.; "	2.5"	2.8"	2.7"	2.: "
Signifikant skillnad	"	"	"	"	"

Importance Performance analys

R/cpn{ugp"uco o cpv@ngt'tguwnēvgv'lt°p"Vcdgm'5"qej "6"K'Hi wt"70F gp"xkuct"cw'UECu'mwpf gt" x@f gtct" f gtcu" r tguvkvqp" k' hqto " cx" cw' rgxgtgtc" t@xtqt" o gf" gp" i qf" nxcrkgv' km' nqpmwtgtpuntchki c"r tkugt"rkvg"j 34 t g" @nqpmwtgtgpcpf g"rgxgtcpv34gtu"r tguvkvqp" *ug"r wpmgp" r tguvcpf c"K'Hi wt"7+0P qvgtdctv'@qemio"cw'f gv'@"dctc"nēvgi qtkp"r tguvcpf c"uqo "°vgthppu"K'

mxcf tcv'gw'F gv'k'ukp'dgv'f gt'cw'r tguvpcf c"@gp'gi gpuner "d{i i j cpf rctpc"x@f gtct"tgrvkv' j 3/4 v' uco v'ki v' uqo "UEC" rxtgt" wr r "v'm' f gtcu" h3/4x@vplpi ct" qej "r tguvgtct" rkg" d@tg" @p" nupmwtgpgvtpc'kf gwc'cxuggpf g0'

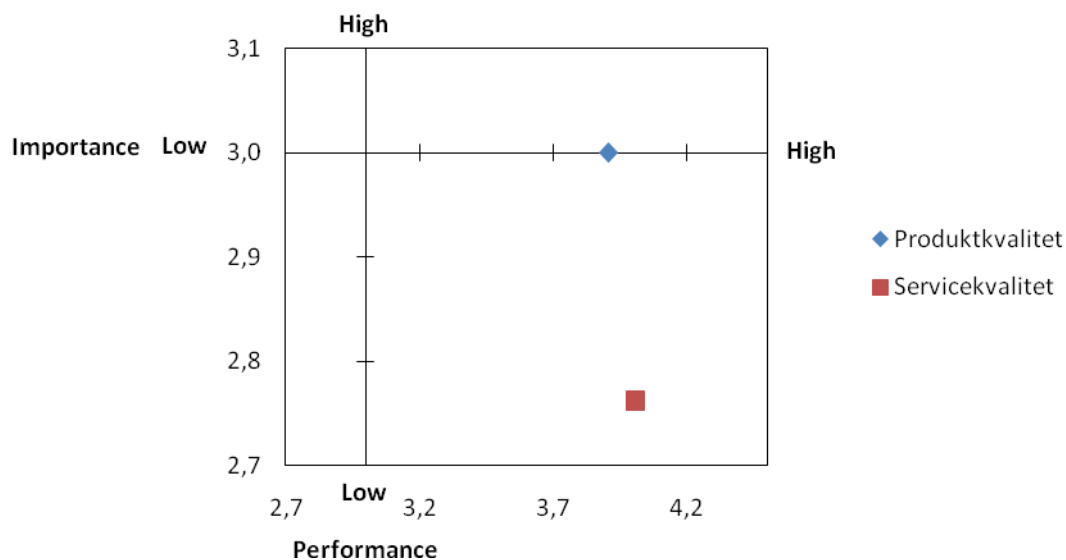
F g'tguvgtcpf g'nevgi qtkgtpc"j co pct"wur tkl f c"K'mxcf tcv'v°. "xkmgv'dgv'f gt'cw'd{i i j cpf rctpc" x@f gtct"nevgi qtkgtpc"j 3/4 v'o gp"UEC" rxtgt"kv'g" wr r "v'm' f gtcu" h3/4x@vplpi ct" qej "r tguvgtct" u@tg"@p"nupmwtgpgvtpc0P qvgt dcv'@cw'r wpmgp"ngzklkv'g'uqo "d{i i j cpf rctpc"x@f guvgt" o guv'@qemi°f gp"r wpm'f @UEC"r tguvgtct"u@u0'Ngxgtcv'3/4uugtxleg"@qemi°gp'gi gpuner" f @UEC"r tguvgtct"u@tg"@p"nupmwtgpgvtpc0Wr r rxtf "nxcv'g'qej "r °rkv'j gv'@v°nevgi qtkgt" f @UEC"r tguvgtct"rkg"u@tg"@p"nupmwtgpgvtpc0'



Figur 5. IP-analys av SCA Timbers prestation samt vilka egenskaper bygghandlarna värdesätter hos sina leverantörer (Obs! X-axel: Importance, Y-axel: Performance).

Produktkvalitet kontra servicekvalitet

K R/cpcn'ugp" pgf cp" r tguvgtcu" tguvncv'k' hqto "cx" v° nevgi qtkgt." r tqf vnnxcv'g' qej " ugtxlegmxcv'g' "Hli wt" 8-0' Rwpmgp" r tqf vnnxcv'g' dguv°t "cx" o gf grk@f gv' h°p" nevgi qtkgtpc" r tguvpcf c" qej "wr r rxtf "nxcv'g'0Rwpmgp" ugtxlegmxcv'g' wi 3/4u"cx" o gf grk@f gv' h3/4 nevgi qtkgtpc" rxtgtcv'3/4uugtxleg." r °rkv'j gv' qej "ngzklkv'g'0Rwpmgtpcu" o gf grk@f gp" @dgt@pfc g' o gf "j l@r" cx'tguvncv'g' h°p" Vcdgm'5' qej "60'



Figur 6. IP-analys av produktkvalitet kontra servicekvalitet.

Tguwncvgv'xluct'cw'd{i i j cpf nctpc'x@f gu@vgt'r tqf wmmxcrkgv'uco v'ugt xlegmxcnkgv'tgrv'kv'v'knc" o gp" UEC" Vlo dgtu" rtgucv'qp" k' hqto " cx" cw" ngxgtgtc" ugt xlegmxcnkgv' @ " u@ tg" @ " nupmwttgpgvtpcu0F @go qv@'f g'hnc'dtc'uqo "nupmwttgpgvtpc"dgt@hpcpf g'r tqf wmmxcrkgv0""

Egenskaper bygghandlarna värdesätter mest respektive minst

Topplista av de enkätfrågor som har det högst medelvärde

KVcdgm'7"tgf qxkucuf g'gpn@h° i qt'uqo "j ct'f gv'j ¾ uc""Importance" o gf grx@f gv0F gp'h° i c" uqo "j ct'f gv'j ¾ uc"o gf grx@f gv'wi ¾ "qemu°'f gp"gi gpuner"d{i i j cpf nctpc'x@f gu@vgt'o guv'j qu" gp"ngxgtcpv¾"cx"v@xctqt0'O gf grx@f gv'@"dgt@pcv'r °"j grc"r qr wcv'qpgp."f gv'xkm'u@c"d°f g" UECu'dghp'vki c"mwpf gt"qej "r qv'p'v'gnc"mwpf gt'kpi °t'k'dgt@p'kpi ctpc0""

Tguwncvgv'h° p"Vcdgm'7"xluct'cw'f g'pqtunc'd{i i j cpf nctpc'x@f gu@vgt'gpn@h° i c"4: "o guv0F gv" v'f gt'r °"cw'h¾ vtqgpf g'h¾"ngxgtcpv¾ gp"@gp"gi gpuner"d{i i j cpf nctpc'x@f gtct'o {engv0""

Tabell 5. Rangordning av enkätfrågorna med de högsta "Importance" medelvärdena

Rang- ordning	Enkätfråga. Hur viktigt är det att:	Kategori	Medel- värde
1:a	4: 0'Ngxgtcpv4gp"qej "f guu"u@lctg"xgtmki gp"wh4"xcf "f g"j ct " R°rkri j gv" mxcv'cw'i 3/4cA'		6.: "
2:a	480'Ngxgtcpv4gpu"ngxgtcpu"xgtmki gp"nqo o gt"ltco "vkn'wucw' f cwo A' R°rkri j gv"		6.9"
3:a	40'Ngxgtcpv4gp"j ct"gp"i qf "nxcikgv'r °"ulpc"r tqf wngt"o gf " Rtguvcpf c" cxuggpf g'r °"qrknc'v{r gt'cx'f ghqto c'kqpgtA' "	"	6.8"
	430'Ngxgtcpv4gpu"u@lctg"xkuct"gp"xklc"cw'wr h{nc"mvpf gpu" 3/pungo °nA' "	Ngxgtcpv4uugt xleg"	6.8"
	440'R°"gw'gpngn'u@v'xlc"vgrhqp"gmgt"go ckl'mvppc"nqo o c"K' nupvcn'o gf "ngxgtcpv4gpA' "	Ngxgtcpv4uugt xleg"	6.8"
	490'Ngxgtcpugp" xgtmki gp" lppgj °ngt"cmc" f g" r tqf wngt" uqo " dguv@nu" R°rkri j gv"		6.8"
4:a	30'Ngxgtcpv4gp"j ct"gp"i qf "nxcikgv'r °"ulpc"r tqf wngt"o gf " Rtguvcpf c" cxuggpf g'r °"qrknc'v{r gt'cx'xk'ngugi gpuner gtA' "		6.7"
5:a	540'Ngxgtcpv4gp"j ct"nqt'c'ngxgtcpukf gtA' "	Hgzkdkkxgv"	6.6"
	570'Ngxgtcpv4gp"upcddv'ct'uki "cp'r tqdngo "uqo "wr r nqo o gtA' Hgzkdkkxgv"		6.6"

Topplista av de enkätfrågor som har flest antal ikryssade femmor

KVcdgm'8'r tguvpgtct'uguvncvgv'lt °p'lt gnsgpuvpcn{ ugp0F gp"gnm@lt °i c'uqo "j ct"j 3/4 u'lt gnsgpu" j ct"qemu° "h°w'hguv'cpvcl'K'nt { uucf g'hgo o qt "r °"gp"uncnc'lt °p"gw'vkn'hgo 0'Kiknj gv'o gf "tguvncvgv' lt °p"Vcdgm'6"@f gv'gpn@lt °i c'4: "t gur gmkg'48"d { i i j cpf rctpc'x@f gtct "j 3/4 u0'

Tabell 6. Rangordning av de enkätfrågor med högst antal i kryssade femmor

Rang- ordning	Enkätfråga. Hur viktigt är det att:	Kategori	Frekvens
1:a	4: 0'Ngxgtcpv4gp"qej "f guu"u@lctg"xgtmki gp"wh4"xcf "f g"j ct "mxcv'cw' i 3/4cA' R°rkri j gv"		3; "
2:a	480'Ngxgtcpv4gpu"ngxgtcpu"xgtmki gp"nqo o gt"ltco "vkn'wucw'f cwo A' R°rkri j gv"		39"
3:a	490'Ngxgtcpugp"xgtmki gp"lppgj °ngt"cmc" f g" r tqf wngt"uqo "dguv@nuA' R°rkri j gv"		38"
4:a	40'Ngxgtcpv4gp"j ct"gp"i qf "nxcikgv'r °"ulpc"r tqf wngt"o gf "cxuggpf g'r °" qrknc'v{r gt'cx'f ghqto c'kqpgtA' "	Rtguvcpf c"	37"
	440'R°"gw'gpngn'u@v'xlc"vgrhqp"gmgt"go ckl'mvppc"nqo o c"K'nupvcn'o gf " ngxgtcpv4gpA' "	Ngxgtcpv4uugt xleg"	37"
5:a	30'Ngxgtcpv4gp"j ct"gp"i qf "nxcikgv'r °"ulpc"r tqf wngt"o gf "cxuggpf g'r °" qrknc'v{r gt'cx'xk'ngugi gpuner gtA' "	Rtguvcpf c"	36"
	430'Ngxgtcpv4gpu"u@lctg"xkuct"gp"xklc"cw'wr h{nc"mvpf gpu"3/pungo °nA' "	Ngxgtcpv4uugt xleg"	36"

Topplista av de enkätfrågor som har det lägsta medelvärdet

KVedgm9"tgf qxlucu"fg"gnp"i qt"uqo "j ct"fgv'n"uc""Importance" o gf grk@fgv0F gp"i i c" uqo "j ct"fgv'j 3/4 uc"o gf grk@fgv'wi 3/4"qemu"fg gp"gi gpuner "d{i i j cpf nctpc"x@fgv@vgt"o kuv" j qu"gp"ngxgtcpv3/4"cx"t@xctqt0O gf grk@fgv'@ "dgt@pcv'r °"j gr'r qr wrvkgpg."fgv'xkmlu@c"d°fg" UECu"dghpuki c"mwpf gt"qej "r qvpgvgn"mwpf gt"pi °t"kdgt@pki ctpc0"

Tabell 7. Rangordning av de enkätfrågorna med de lägsta "Importance" medelvärdena

Rangordning	Enkätfråga. Hur viktigt är det att:	Kategori	Medelvärde
1:a	450'F gv'Hp pu"o 3/4ri j gv'cw"mwp c"n i c" gp" qtf gt" xlc" gp" kpgtpgukf cA'	Ngxgtcpv3/4uugt xleg"	4.5"
2:a	460'Ngxgtcpv3/4gp"ncp"gt dlwf c"gw'pvgi t gtcv'ch@uu{ ugo A"	Ngxgtcpv3/4uugt xleg"	4.: "
3:a	380'Ngxgtcpv3/4gp"ncp"i g"gtc"mwpf gt"gzr gt°f"qo "j wt"f gtcu" r tqf wngt"une"cp x@f cuA'	Ngxgtcpv3/4uugt xleg"	5.3"
4:a	340' Ngxgtcpv3/4gp" j ct" ulp" r tqf wmkqp" cx" t@xctqt" k" gw" pqt f kmv'ncp f A'"	Wf r ngxf "hxcnkgv"	5.5; "
5:a	530' Ngxgtcpv3/4gp" @ " mlen' qej " kpg" ngxgtgtct" t@xctqt" vkn' j vxwf nqpmwtgpgtA'	R°rkri j gv'	5.6"

"

SCA s fem mest nöjda respektive minst nöjda kunder

SCAs mest nöjda kunder

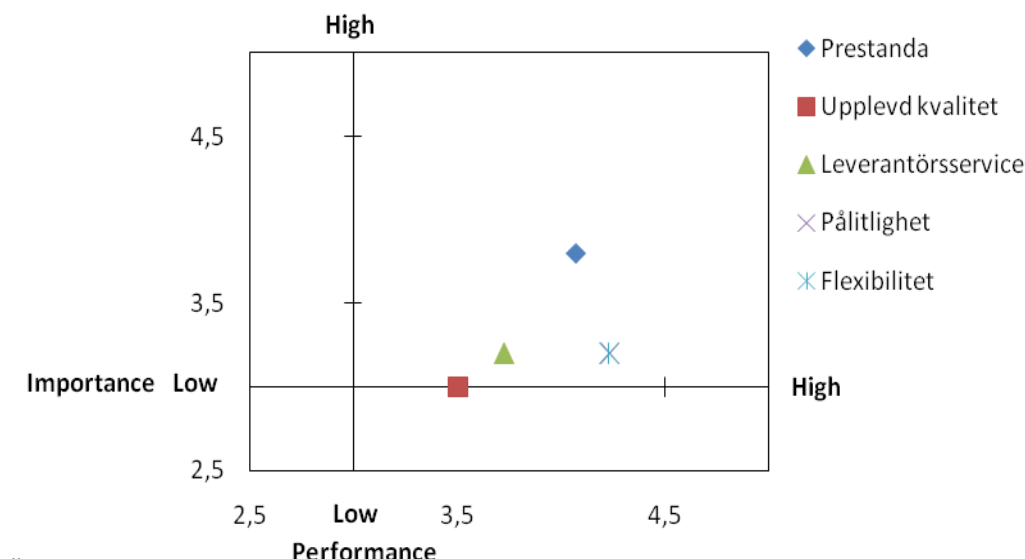
KVedgm": "qej "; "tgf qxlucu"tguwncvgv"i°p"UECu"o guv'p3/4f c"tgur gmkxg"o kuv'p3/4f c"mwpf gt0' Vcdgm": " t cpi qtf pct" f g" hgo " o guv' p3/4f c" d{i i j cpf nctpc" ghgt" j wt" f g" x@fgv@vgt" UECu" r tguvckqp" l@ h3/4v" o gf " nqpmwtgtcpf g" ngxgtcpv3/4gt0' T cpi qtf plpi gp" dcugt cu" r °" nqmw pgp" r q@pi "uqo "wi 3/4u"cx"uwo o cp"cx"xctlg"ncvgi qtk'h3/4"tgur gmkxg" h3/4gvc i 0'T guwncvgv"xluct"cw" D{i i o cmgt"Uwpcfc n@ "f gv'h3/4gvc i "uqo "x@fgtct"UECu'r tguvckqp"j 3/4 u0"N@pi uv'pgf "k'Vcdgm": "tgf qxlucu" o gf grk@fgv' cx" xcf " f g" hgo " o guv' p3/4f " h3/4gvc i gp" x@fgv@vgt" "importance" vknco o cpu"o gf "j wt"fg'x@fgv@vgt"UEC"u'r tguvckqp""performance". "

"

Tabell 8. Rangordning av SCAs fem mest nöjda kunder

Rangordning	Företag	Prestanda	Upplevd kvalitet	Leverantörsservice	Pålitlighet	Flexibilitet	Poäng
1	D{i i o cmgt" Uwtpcf cti'	5"	5"	6"	6"	6"	3: "
2	D{i i o cmgt" Ccugp"("Hkxg"	6"	5"	5"	5"	5"	38"
	"	"	"	"	"	"	"
	"	"	"	"	"	"	"
	Pcgugd{ " Vtgxctg"	6"	5"	5"	5"	5"	38"
	"	"	"	"	"	"	"
	"	"	"	"	"	"	"
	ZND{ii "D{ii / I tqul""	7"	5"	5"	5"	4"	38"
	"	"	"	"	"	"	"
	ZND{ii " Tkuc" D{i i xctg""	"	"	"	"	"	"
	"	5"	5"	5"	5"	6"	38"
Importance	"	6.3"	5.7"	5.9"	6.4"	6.4"	"
Performance	"	5.: "	5"	5.4"	5.4"	5.4"	"

KHi wt'9"r t gupvgtcu"gp"R/cpcn{u'cx'xcf "f g'hgo "o guv'p34f c"mwpf gtpc"x@f gu@vgt "kmuco o cpu"
o gf "j wt'f g"x@f gu@vgt "UECu'r t gucvkqp0P qvgt dcv'@ "cw'cm"ncvgi qtlgt "o vgt hppu"K'ncf tcv'gw"
xkmgv"dgvf gt "cw"UEC"ngxgtgtct "f g"mwpf gtpc"x@f gu@vgt "r ° "gw'd@vgt "u@w'@ "mupmwtgtcpf g"
ngxgtcpv34gt0"Krkj gy'o gf "Hki wt'7"xkuct "t guwncvg'cw"UECu'w{tnc'hki i gt "Kcw'ngxgtgtc't@xctqt"
o gf "gp"i qf "mxcrkvg'kni'mupmwtgtcpuntchki c'r t kugt0"



Figur 7. IP-analys av SCA Timbers mest nöjda kunder.

SCAs minst nöjda kunder

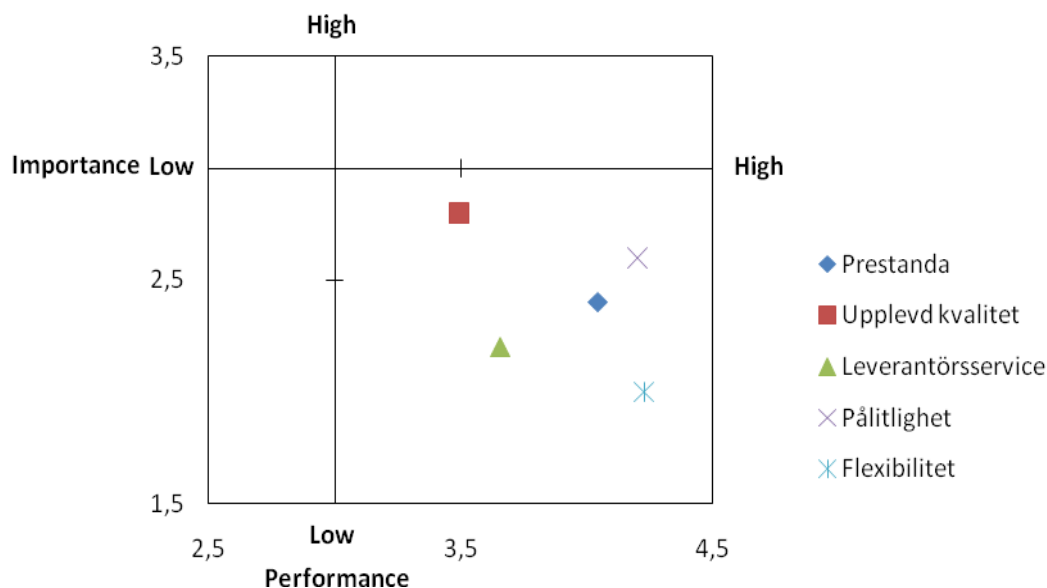
Tabell 9. Rangordning av SCAs fem minst nöjda kunder

Rangordning	Företag	Prestanda	Upplevd kvalitet	Leverantörs-service	Pålitlighet	Flexibilitet	Poäng
1	ZND{i i " Dgtpj ctf "Qngp"	3"	4"	4"	4"	4"	;
2	O 34g"Vtgc"C IU"	5"	5"	4"	4"	4"	34"
3	Qr vko gtc"RtqHh"	5"	5"	4"	5"	4"	35"
	"	"	"	"	"	"	"
	ZND{i i "	"	"	"	"	"	"
	F cngdtwnf	5"	5"	4"	5"	4"	35"
	"	"	"	"	"	"	"
	ZND{i i "Mt g"	"	"	"	"	"	"
	Cdngnp"	4"	5"	5"	5"	4"	35"
Importance	"	6.2"	5.7"	5.9"	6.4"	6.4"	"
Performance	"	4.6"	4.:	4.4"	4.8"	4"	"

"

K Hki wt" : " rtgugpvgtcu" gp" RR/cpcn{u" cx" xcf" f g" hgo " o kpuv" p34f c" mwpf gtpc" x@f gu@vgt" vkuco o cpu"o gf "j wt" f g"x@f gu@vgt" UECu"r tguvckqp0P qvgt dcv"@cw'd° f g" f g"o kuup34f c" qej " p34f "mwpf gtpc"x@f gu@vgt" gi gpuncr gtpc" tgnvkv"rnc0P @f gv'cxugt" UECu"r tguvckqp"° vgt hppu" uco vki c"r wpmgt" k'nxcf tcv'v°0F gv'dgv f gt" cw'UEC" r xgtgtct" f g" mwpf gtpc" x@f gu@vgt" r °" gw" u@ tg" u@v" @p" nupmwtgtcpf g" r xgtcpv34gt0" Kiknj gv" o gf " Hki wt" 7" xluet" tguvckv'cw' UECu" uxci j gv' rki i gt" drpf " cppev" k'cw" j cpvgtc" qh34wugf f c" dgu@pki ct. " vknxgtnc" ur gekrr tqf wngt" o qv'dgu@pki "uco v'cw'cpr cuuc" uki "o qv'mwpf gpu34pungo °r0""""

"



Figur 8. IP-analys av SCA Timbers minst nöjda kunder.

"

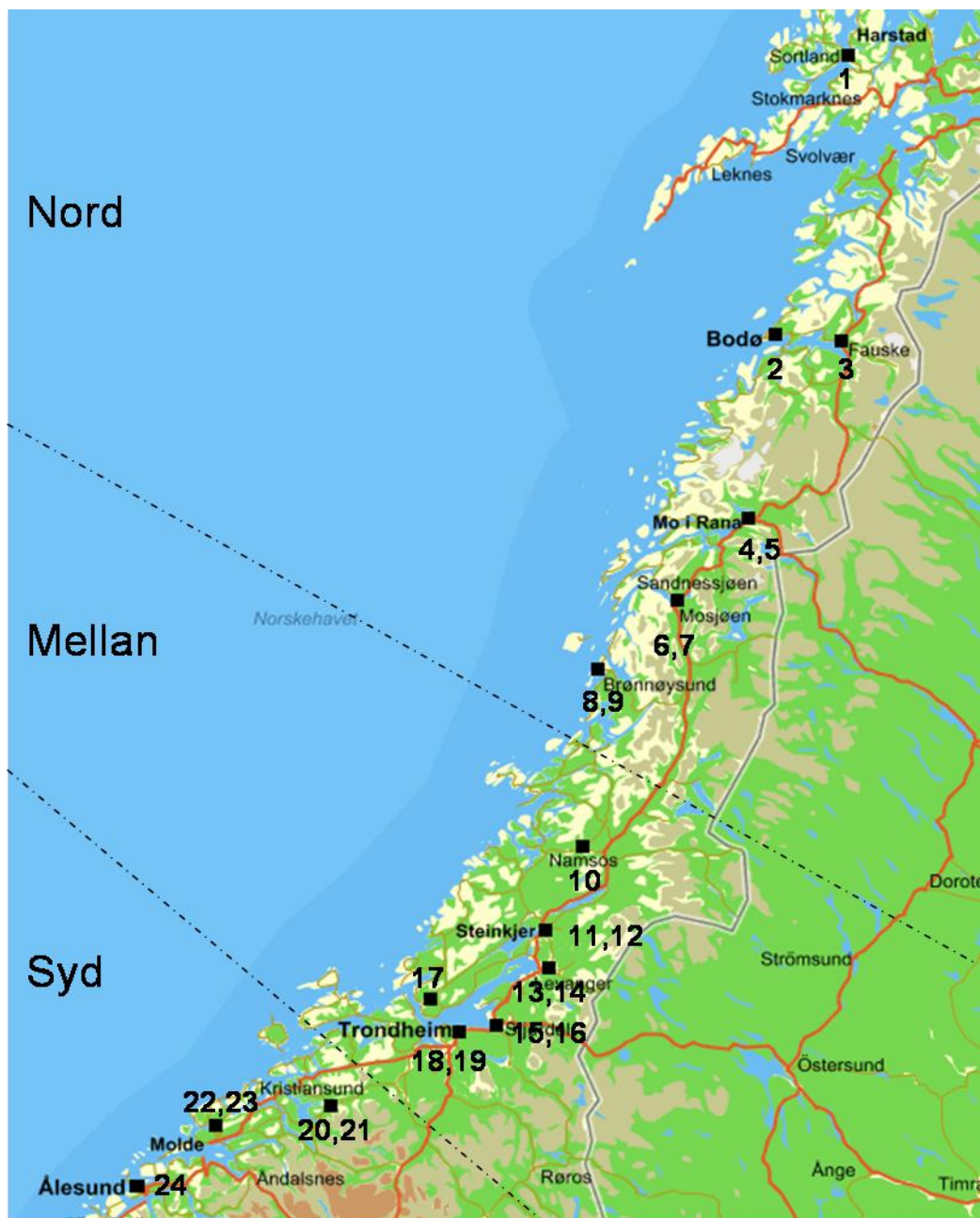
Geografisk analys av bygghandlarna

KVcdgm"32"tgf qxlucu'tguwncvgv"khqto "cx"gp"i gqi tchun'cpcn{u'dgt@hpcfg"xcf"d{i i j cpf nctpc" x@f gu@vgt"qej "j wt"UEC"rtguvgtct"K'f g"qrknc"tgi kqpgtpc0T guwncvgv"@w r f grv'k'vtg"tgi kqpgt" pqt f."o gncp"qej "u{f 0"Ud@pqtpc"K"Vcdgm"32"xkuct"cw'f gv'hppu"gp"ucvkvkunu@ngtuv@nf "unkmpcf " r °"gp"hg o r tqegpvki "uki plhncpuplx°"o gncp"d{i i j cpf nctg"K'pqt"qej "u3/4 gt"o gf "cxuggpf g"r °" w r r gxf "hxckkgv0Xkmgv'h3/4 gvc i "uqo "°vgt'hppu"ktgur gmkxg"tgi kqp"i °t'cw'w@ac"K'Hi wt"; 0'

Tabell 10. Resultatet fördelat på de geografiska områdena nord, mellan och syd

Region	Prestanda	Upplevd kvalitet	Leverantörsservice	Pålitlighet	Flexibilitet
Nord	"	"	"	"	"
Importance	5.; "	5.3, "	5.8"	6.3"	6.5"
Performance	5"	4.: "	4.: "	4.: "	4.4"
Mellan	"	"	"	"	"
Importance	6.4"	5.9"	5.: "	6.6"	6.4"
Performance	5.4"	5"	4.: "	5"	4.: "
Syd	"	"	"	"	"
Importance	6.4"	6.2, "	5.; "	6.6"	6.6"
Performance	5"	5"	4.: "	5"	4.: "

""

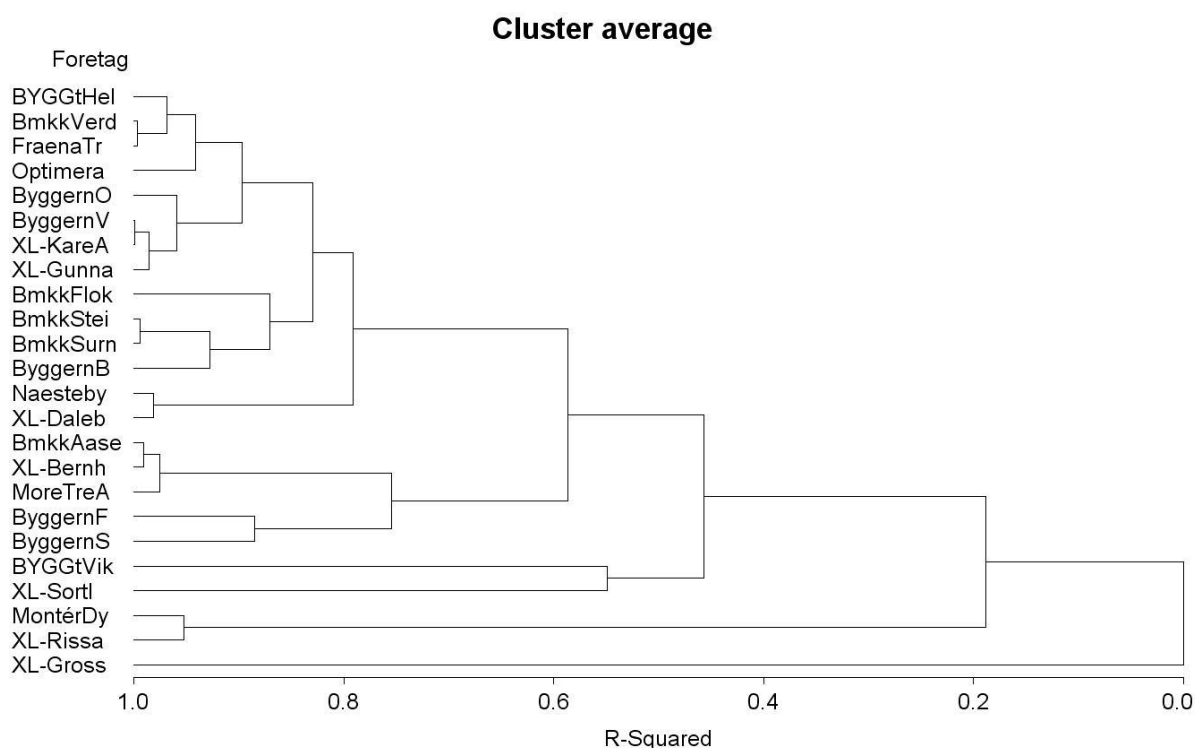


3'ZND{i i "Uqtæpf"	; 0D{i i gtİp"Dt³pp³/4uwpf"	390ZND{i i "Tkuuc"D{i i xctg"
40ZND{i i "M'tg'Cdgnugp"	320D{i i gtİp"Qxgtj cm"	3: ØZND{i i "I vppct"V0Ux³/4 ""
50D{i i gtİp"Hcwung"Vtgruv"	330D{i i gtİp"Ugkpnltg"	3; 0Qr wlo gtc"Rtqlh"Vtqpfj glo "
60ZND{i i "Dgtpj ctf"	340D{i i o cmngt"Ugkpnltg"	420D{i i o cmngt"Uwtpcf cn'
70D{i i vqti gv'Xlme"C IU"	350D{i i o cmngt"Xgtf cn'	430O ³/4g"v'g'c"C IU"
80D{i i o cmngt"Hqnmø cp""	360D{i i gtİp"Xgtf cn'	440ZND{i i "F crg"dtwnl'
90P cgugd{ "Vtgxctg"	370D{i i o cmngt"Ccugp(Hxg"	450Hgcpc"v'gkpf wmtk'CIU"
: 0ZND{i i "D{i i /I tquu"	380D{i i vqti gv'J gml"	460O qp²t'F {t³/4 ""

Figur 9. Karta över den geografiska indelningen med de 24 bygghandlarna numrerade och inritade som svarta fyrkanter.

Klusteranalys

Tguwncvgt "h°p" mnuvgtcpn{ugp" xkuct" cw" fgv" lpgv" hppu" p°i qp" v{f rki " ugi o gpvgtkpi " cx" d{i i j cpf rctpc" dgt@hpcfg" xcf" f g" x@f gu@vgt" j qu" gp" rxxgtcpv4" cx" v@ctqt." tqwu" cw" fcvn44pkpi gp"xkuct"cw"fgv"lpgv"t g"mnuvgt "Hki wt"32'0L@ h4gngp"cx"d{i i j cpf rctpcuuxct"r °" gpn@h°i qtpc"xkuct"cw"fgv"lpgv"lpgv"p°i qp"uv4tg"unkmpcf"K'xcf"fg"tg"qknc"ugi o gpvgt" x@f gu@vgt'F gv' @ "dctc" gw" h4gvc "uqo "unkdgt"uki "h°p" f g" 34tki c" qej "f g" wo @ngt"uki " dgt@hpcfg" j wt" f g" x@f gtct" v@ctqtpcu" rtku." egtvhtkpi ." wturtwpi " qej " r °rkki j gv" j qu" rxxgtcpv4gp." h4gvc gv" °vthkpu" npi uv" pgf" k' Hki wt" 320' Gngtuqo "unkmpcf gtpc" o gncp" d{i i j cpf rctpc"@x@f ki v"uo °"ncp"lpi gp"v{f rki "ugi o gpvgtkpi "i 34cu"o gf "cxuggpf g"r °"j wt"fg" x@f gtct"rxxgtcpv4gtu"gi gpuner gt0



Figur 10. En klusteranalys utifrån bygghandlarnas värderingar.

Bygghandlarnas egna ord

Tguwncvgt" h°p" lpgvtxlwtgpc"tgf qxkucu"K'gp"rkuvc"o gf "x@f grcf f cf g"ekcv"wr f grcv"ghgt"fg"lgo " ncvgi qtkgtpc"qej " °vthkpu"K'Dkri c"50

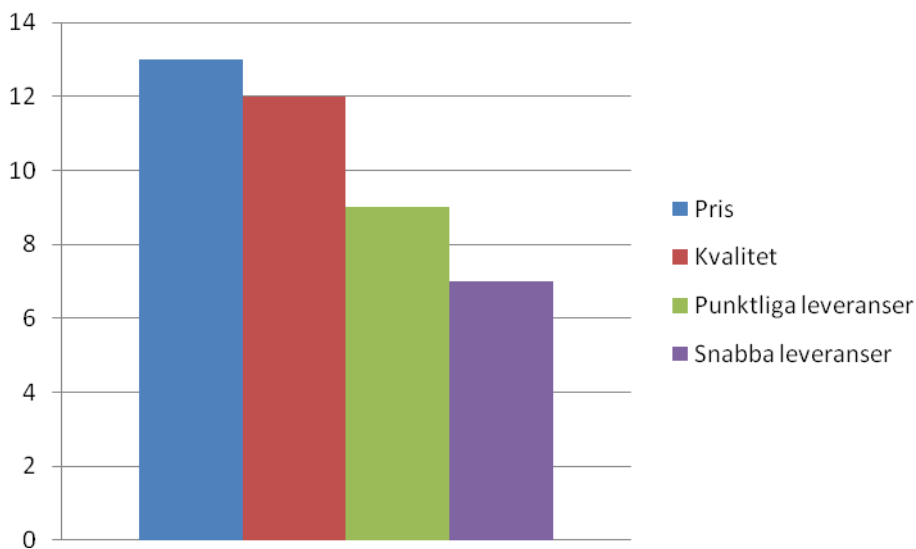
P @ "f gv"cxugt"tguwncvgt" h°p" h°i cp"qo "xknc"r tqf vmgi gpuner gt"d{i i j cpf rctpc"x@f gucvwg" w34gt"fg"gi gpuner gt"uqo "gpn@gp"lpggi 34nucmpcf g"p°i tc" h°d{i i j cpf rctg" h°i qt" cpi ° gpf g" utgemmufuo @mc"v@ctqt"qej "hpi fo @nplpi 0"

Tguwncvgt" dgt@hpcfg" xknc" gi gpuner gt" o gf " cxuggpf g" r °" ugtxleg" uqo " d{i i j cpf rctpc" x@f gu@vgt" o gp" uqo " lpgv" qi u" wr " K' gpn@gp." xkuct" cw" d{i i j cpf rctpc" x@f gu@vgt" gp" i qf " wr r h44pkpi "cx"tgmc o cvkqp"qej "gw"dpwuu{uqo "h4"mwpf gt"uqo "n4 gt"uqtc"xqn{ o gt"v@ctqt0' Vx °"ugt xleggi gpuner gt"uqo " lpgv" dgt34u"K'gpn@gp0'Xcf" d{i i j cpf rctpc"cxugt" o gf "dgi tgr r gv" i qf "tgmc o cvkpuj cpvgtkpi " @ "cw" rxxgtcpv4gp"ul@x"unc"nqpvcmc" d{i i j cpf rctpc" o gf "l@ pc" o gncptwo " h4" cw" nqpvqngtc" qo " d{i i j cpf rctpc" @ " p34fc" o gf " v@ctqtpc0' F guuwqo " ghgth°i ct"d{i i j cpf rctpc"gp"i qf "nqo o vpkncvqp"o gf "rxxgtcpv4gp"xl f "tgmc o cvkpuvkn@ngv0

Fg" ghgtlt°ict" qemu° cw' rtqdrgo gv' unc" n4acu" upcddv' cx" ngxgtcpv3/4gp" ghgtuqo "

Uxctgp"ht°p"ht°i c"5; "tgf qxlucu"kgp"r wpmrkuc"ug"Dkci c"6+0F gp"lppgj °ngt"nqtvc"qtf "gmgt" o gplpi ct"qo "xkmc"gi gpuner gt"d{i i j cpf rctpc"ul@xc"v emgt"nppgvgenpct"gp"dtc"ngxgtcpv3/4"cx" v@ctqt0"

K Hki wt" 33"tgf qxlucu" gp"htgnxgpucpn(u" cx"fg"o guv" h3/4gmqo o cpf g" qtf gp"d{i i j cpf rctpc" cpx@pf gt"uki "cx"p@f g"ul@xc"unc"dguntkxc"gp"dtc"ngxgtcpv3/4"cx"v@ctqt0Rtku"qej "mxcrkxgv"@f g" qtf"uqo "j ct"cpx@w"hguv"i °pi gt" h3/4lv"cx"r wpmrki c"ngxgtcpugt."ngxgtcpuu@gtj gv'qej "kmi'ukuv" upcddc"ngxgtcpugt"uqo "cpx@w"ulw"i °pi gt0T guwncxgv"ht°p"d{i i j cpf rctpcu"gi pc"qtf "cx"gp"dtc" ngxgtcpv3/4"i °t"cw"uco o cphcwcu"K'cw'fg"pqtunc"d{i i j cpf rctpc"x@f gu@vg"gi gpuner gtpc"r tku." mxcrkxgv.r wpmrki c"ngxgtcpugt"qej "upcddc"ngxgtcpukf gt"o guv"j qu"gp"dtc"ngxgtcpv3/4"cx"v@ctqt0"



Figur 11. Frekvensanalys av de mest förekommande orden i fråga 39.

Analys

Kh4lcpf g" ncr kgn' l@ h4u' tguwncvgv' h°p' h°i ghqto wn@gp" o gf "tguwncvgv' h°p' kpvtxlwgtpc" wrrfgrv' ghgt" f g" hgo " ncvgi qtkgtpc" kpqo " r tqf wmv" qej " ugtxlegmxcrkvgv' Xctlg" ncvgi qtk' mrcukhgtcu'qemu" o gf "j l@r "cx'Mcpqu'tghcmqto qf gm*3; : 6+0""

Prestanda

Det bygghandlarna värdesätter

Tguwncvgp" h°p" Vcdgm'5" qej "32" xkuct" cw'f gv' lpgv' hppu" p°i qp" uv4tg" unkmpcf "dgt@hpcf g"j vt" d{i i j cpf rctpc" x@f gu@vgt" ncvgi qtkp" r tguwncpfc0' F g" x@f gu@vgt" ncvgi qtkp" tgrvkvv' rknc" qdgtqgpf g" cx" xkmgv' i gqi tchknv' qo t°f g" d{i i j cpf grp" vknj 3/4" qej " qdgtqgpf g" cx" qo " f g" @ " mvpf gt" gmg" gl0"

"

Kpgo "ncvgi qtkp" r tguwncpfc" @ "f gv' h°p' uv'x° "tguwncv'uqo "wo @ngt" uki . "f g" @ "cw' r xgtcpv4gpu" v@xctqt" j ct" gp" i qf " mxcrkv" o gf " cxuggpf g" r ° " f ghqto cvkpgt" qej " xkngugi gpuner gt0' Vx° " gi gpuner gt" uqo "qemu" ° vgt hppu" r ° " vqr r kxvgtpc" k' Vcdgm'7" qej "80' F gv' dgvf gt" cw" gp" i qf " r tqf wmvxcrkvgv' @ " gi gpuner gt" d{i i j cpf rctg" x@f gtct" x@f ki v' j 3/4 v0' Tguwncvgv' h°p" gpn@gp" dgnt@ncu'qemu" cx" tguwncvgv' h°p' kpvtxlwgtpc. "ur gekgm'x° "ekcv' h°p' x° "qrknc" d{i i j cpf rctg" h°p' f gp" pqtte" f grgp" wpf gtut { ngt' xct h4" gp" i qf "mxcrkv" r ° "v@xctqtpc" x@f gtcu" j 3/4 v0"

"

"För dålig kvalitet leder till att vi får mycket virke returnerat, vilket leder till mycket arbete för oss"

"Vi går hela tiden och plockar bort bräddor med dålig kvalitet, vi vill inte att våra kunder förknippar oss med dålig kvalitet"

Kppgi °ngv' k'ekcvgp" ncp" vqmcu' uqo "cw' d{i i j cpf rctpc" lpgv' xkn' h4 c" v@xctqt" o gf "f° rki "mxcrkv" r ° "i twpf "cx" cw' f g" ul@xc" h°t" f° rki v't { mg' drcpf "ulpc" gi pc" mvpf gt. "qo "f g" u@lgt" v@xctqt" o gf " f° rki "mxcrkv'0' F gv' k' ukp" wt" rfg gt" vkn' gz vctcdgvg" k' hqto "cx" tgmco cvkpuj cpvgtkpi ct. "vkn' ukv' rfg gt" h4" f° rki "mxcrkv' hco "vkn' ux° tki j gvg' h4" d{i i j cpf rctpc" cw' u@lc" v@xctqtpc" xkf ctg0"

P qvgt dcv' @ "cw" gpn@h°i qtpc" cpi ° gpf g" cw' r xgtcpv4gp" j ct" gw' rfi v' r tku" r ° "v@xctqt. "x@f gtcu" rfi v' cx" d{i i j cpf rctpc'0' O ° pi c" d{i i j cpf rctg" o qv xgtct" f gp" tkpi c" dgvf f gngp" cx" gw' rfi v' r tku" o gf "cw" cpf tc" gi gpuner gt" h°p' uv' r wpmrki c" r xgtcpugt" qej "i qf " r tqf wmvxcrkvgv' @ " cx" uv4tg" dgvf f gng0' Tguwncvgv' h°p" gpn@h°i c" f @ " d{i i j cpf rctpc" ul@xc" dguntkxgt" gp" dtc" r xgtcpv4" cx" v@xctqt" xkuct" cw' @gp" qo " gw' rfi v' r tku" x@f gtcu" tgrvkvv' rfi v' j ct" r tkugv' tqv" cmv" gp" uvgt" dgvf f gng0' Hki vt" 33" xkuct" cw' r tkugv' vknco o cpu" o gf " mxcrkvgp" r ° " r tqf wmvgtpc" @ " xknki c" gi gpuner gt" j qu' gp" r xgtcpv4" p@ " d{i i j cpf rctpc" ul@xc" dguntkxgt" gp" dtc" r xgtcpv40"

"

F gv' d{i i j cpf rctpc" x@f gtct" @ " gw' r tku" uqo "o quxctct" r tqf wmgpu" mxcrkv. "f g" cpv@f gt" qtf gp" t@v' r tku" qej " nupmwtgpuntchnki c" r tkugt" h4" cw" wwt { enr" f gwc0' Kppgd3/4 f gp" cx" d{i i j cpf rctpcu" qtf "ncp" h4 mctcu" o gf "j l@r "cx" h4lcpf g" ekcv0'

"

"Det måste finnas en balans mellan pris och kvalitet, för dålig kvalitet leder till att vi får mycket virke returnerat, vilket leder till mycket arbete för oss. För högt pris leder till att vi inte får något sålt"

"Priset är viktigt eftersom våra proffskunder går mycket på pris när de köper sågade varor"

"

SCAs prestation

P@f g'v'cxugt "UECu'r tguvcvqp" k'hto "cx" cw'rgxgtgtc" lppgi °ngv'k'nevgi qtkp" r tguvcpcf c"x@f gtct" UECu" mwpf gt" r tguvcvqp gp" tgrvkv' r'knc'0' Mwpf gtpc" @ "qemu" ° "3/4 gtgpu" qo "cw' r tguvcpcf c" @ "f gp" nevgi qtkf @ "UEC" r tguvgct "p° i qv'd@tg" @ "nupmwtgtcpf g" rgxgtcpv3/4 gt0' Rtguvcpcf c" @ "qemu" ° "f gp" gpf c" cx" f g' hgo "nevgi qtkgtpc" f @ "UECu" r tguvcvqp" @ "d@tg" @ "nupmwtgpvtgpcu" *Hki wt "5-0F gv" dgvf f gt" cw' UECu" nupmwtgpuntchv' rki i gt" k' cw' rgxgtgtc" v@ctqt" cx" f gp" nxcrkvgv' qej " r tku" d{i i j cpf rctpc" ghgt h° i ct "r °" gw'd@tg" u@v" @ "nupmwtgpvtgpc0' Kgp" f gn' lpgtxlwtg" hco nqo "f gv" qemu" ° "cw't@v" r tku" qej "nxcrkvgv" xct "x°" j vxwf cprgf plpi ct "knc' cw' f g" xcn' UEC" uqo "rgxgtcpv3/4." xkmgv' dgm @ncu" cx" ekcv' gv' p' gf cp0"

"

"SCA har ett bra pris på sina produkter samtidigt som de har en god kvalitet på virket, vilket är en av anledningarna till att vi valt SCA"

Trefaktormodellen

Lci "j ct" xcn' cw' nevgi qtkgtc" r tguvcpcf c" uqo "" "basic factors" °0" Cprgf plpi gp" @ "cw" qo "lpgv" UEC" w r h' mgt" d{i i j cpf rctpcu" ntcx" r °" drcpf " cpcv" r tku" qej " nxcrkvgv" nqo o gt" f gv' lpgv" lp" r °" o ctnpcf gp0' F gv' xkn' u@ c" r tku" qej "nxcrkvgv" wi 3/4 "kncu o cpu' xknki c" i twpf gi gpuner gt0' F guuc" i twpf gi gpuner gt" hwp i gtct" uqo "lpgv @ gudcttk@gt" r °" o ctnpcf gp. "rgxgtgtcu" lpgv" f guuc" r °" gw' knht gf u@ncpf g" u@v' drk" f gv' lpi gp" chh0' F @ h3/4 "d3/4" UEC" hqmwgtc" r °" cw' rgxgtgtc" r tgeku" f g" i twpf gi gpuner gt" mwpf gp" ghgt h° i ct "qej "lpgv" 3/4 gtr tguvgc" k' f gv' cxuggpf gv0' Cprgf plpi gp" @ "cw" "basic factors" "" lpgv" uner ct" p° i qp" gztc" knht gf u@ngug" j qu" mwpf gp" qo " r tguvcvqp gp" 3/4 gtv @ hct h3/4 x@v plpi ct pc0"

Upplevd kvalitet

Det bygghandlarna värdesätter

Tguwnevgv' h° p" Vcdgm' 5" xkuct" cw' d{i i j cpf rctpc" x@f gtct" nevgi qtkgtpc" w r rxf "nxcrkvgv" qej " rgxgtcpv3/4 uugtxleg" o kpu0' Cpo @nplpi ux@v" @ "tguwnevgv' h° p" Vcdgm' 32." f @ "f gv' hppu" gp" uki plknepv' unknpcf " o gncp" j wt" d{i i j cpf rctg" h° p" f gp" pqtte" f ggp" x@f gu@vgt" nevgi qtkp" l@ h3/4 v'o gf "d{i i j cpf rctg" h° p" u3/4 gt0' h3/4 "d{i i j cpf rctg" k' pqt "j ct "w r rxf "nxcrkvgv" gp" o lpf tg" dgvf f gng" xk' "xcn' cx" rgxgtcpv3/4 " @ "h3/4 "d{i i j cpf rctg" k' u3/4 gt. "xkmgv" gp" cx" f go "wvt {emg" r °" h3/4 lcpf g' xku0"

"

"Det spelar ingen roll var trävarorna kommer ifrån, det viktigaste är att de har en hög kvalitet och kommer fram i tid"

Ekcvgv' h° t" qemu" ° "u3/4 " cx" tguwnevgv' h° p" Vcdgm' 9" f @ "h° i cp" qo "j wt" xk' c" d{i i j cpf rctgp" x@f gu@vgt" cw' rgxgtcpv3/4 gp" j ct "ukp" r tqf wnkqp" cx" v@ctqt "K' gw' pqt f kum' rcpf . "xkmgv' wi 3/4 " gp" cx" hgo "h° i qt" d{i i j cpf rctpc" x@f gu@vgt" o kpu0'

"

Pqvgtdctv" @ "gpn @ h° i c" 32" uqo "d{i i j cpf rctpc" x@f gtct" j 3/4 u' lpgqo "nevgi qtkp0' F gv' ncp" vqmcu" uqo "cw" d{i i j cpf rctpc" x@f gtct" kphqto c' kqp" qej "t {mgp" h° p" f gtcu" nupmwtgpvtg" qo "f gtcu" rgxgtcpv3/4 gt. "lppcp" f g' ul @kc' x@lgt "rgxgtcpv3/40"

SCAs prestation

UECu' t {mg' drcpf "f guu' mwpf gt" unklgt" uki "lpgv" h° p" nupmwtgpvtgpc" *ug" Vcdgm' 6-0' Klpgtxlwtgpc" hco nqo "f gv' qemu" ° "cw' xctngp" UEC" gmg" p° i qp" cx" nupmwtgpvtgpc" unklf g' uki "° v' k' f gv' cxuggpf gv0' Hgtvrgv" cx" mwpf gtpc" w r h' wcf g" UEC" uqo " gp" tgrvkv' p { " cm3/4 " r °" f gp" pqtunc" d{i i j cpf gno ctnpcf gp" qej "j ct "f @ h3/4 "h3/4 "hkg" gthctgpj gv' cx" h3/4 gci gv' h3/4 "cw' d' lrf c' uki "gp" v {f rki " w r h' wplpi 0P ° i tc" h° "d{i i j cpf rctg" r q@pi vtcf g' f qem' xkmgp" cx" gp" rgxgtcpv3/4 "o gf "i qwt {mg0'

"

"Det är väldigt viktigt att leverantören skapar sig ett varumärke bland våra kunder, till exempel att leverantören förknippas med god kvalitet och bra priser"

Trefaktormodellen

Lci "j ct"xcm'cw'nevqi qtkugtc"wr r rxf "nxcrkvg'uqo " "excitement factors"0'Qtucnpg"@ dncpf " cppv'cw'wr r rxf "nxcrkvg"@p°i qv'd{i i j cpf rctpc"x@f gu@gt"p@ "rgxgtcpv¾4gp"rgxgtgtct"f g" ¾4tki c"nevqi qtkgtpc"r °"gw'vknhtgf u@ncpf g"u@w0'F gv'xkm' u@c."h¾4"cw'gi gpuner gt"uqo "vkn' gzgo r gnl'cw' rgxgtcpv¾4gp" j ct" gw" i qw' t{mg" k' dtepuj gp" une" i g" wr r j qx" vkn' gp" ¾4ncf " vknhtgf u@ngug" j qu" d{i i j cpf rctpc." nt@x" f gv' cw' rgxgtcpv¾4gp" rgxgtgtct" f g" ¾4tki c" i twpf gi gpuner gtpc"uqo "vkn'gzgo r gnl'cw'rgxgtcpugtpc"nqo o gt"htco "vkn'cxvcrv'fcwo "gmgt" r tqf vmgtpc"@cx"gp"i qf "nxcrkvg0'Ekcvgv'qxcv'vpf gtut {ngt'o kw'tguqpggo cpi ."cw'rgxgtcpv¾4gp" j ct"gw'i qw't{mg"@lpi gv'uqo "@cduqnw'cxi ¾4cpf g'h¾4"cw'gp'chh@une"wr r uv°0'F @go qv'uner ct" f gv'gp"gzvc"vknhtgf u@ngug"j qu'd{i i j cpf rctgp"p@f g"rgxgtgtcu"vknico o cpu"o gf "f g"¾4tki c" i twpf gi gpuner gtpc0'

Leverantörsservice

Det bygghandlarna värdesätter

Tguwncvgv' h°p" Vcdgm' 5" xkuct" cw' d{i i j cpf rctpc" x@f gu@gt" rgxgtcpv¾4uugtxleg" ghgt" nevqi qtkgtpc" hgzkdkrkgv." r °rkri j gv' qej " r tguvpc0' F gv' hppu" kpi gp" ucvkukun' u@ngtux@f " unknpcf "o gncp"rgxgtcpv¾4uugtxleg"qej "f g"¾4tki c"nevqi qtkgtpc"ht°pugw'wr r rxf "nxcrkvg0'F gv' dgvf f gt"cw'rgxgtcpv¾4uugtxleg"lpvg"vknj ¾4"f g"gi gpuner gt"d{i i j cpf rctpc"x@f gu@gt"o guv0'K' Vcdgm' 5" °vgthppu" uvcpf ctf cxxknngug" h¾4" nevqi qtkp0' Ngxgtcpv¾4uugtxleg" j ct" f gp" j ¾4 ucv' uvcpf ctf cxxknngug" xknvgv' dgvf f gt" cw' d{i i j cpf rctpc" uxct" j ct" uv¾4tg" urtkf plpi " ntkpi " o gf gnx@f gv'l@h¾4v" o gf "¾4tki c" nevqi qtkgt0' Urtkf plpi gp" nep" h¾4mtecu" o gf "cw' nevqi qtkp" lppgj °ngt'o °pi c'ht°i qt'f @d{i i j cpf rctpcu"x@f gtpi ct'unklgt'ht°p"xctcpcf tc0' "

P qvgt dctv"@cw'gi gpuner gp"i qf "nqo o wplnevqp"o gncp"n¾4 ctg"qej "u@lctg'wi ¾4"f gp"gi gpuner " d{i i j cpf rctpc" x@f gtct" j ¾4 uv" kpqo " nevqi qtkp0' Gprki v' Vcdgm' 7" qej " 8" @ f gv' ht@ uv" gi gpuner gtpc"cw'r °"gw'upcddv'qej "gpngn'u@v'nqo o c"K'nqpvcm' o gf "rgxgtcpv¾4gp"uco v'cw' f gppg"@j l@r uco "d{i i j cpf rctpc"x@f gtct"j ¾4 uv" kpqo " nevqi qtkp0' K'lpvgtxlwgtpc"htco nqo " qemu"gp"ppcp"f lo gpukp"qo "xcv"i qf "nqo o wplnevqp"lppgd@."p@n¾4 ctg"qej "u@lctg'vcrct" qrknc'ur t°n0'H4lcpf g'ekcvh¾4mctct'xknvgv'cx'cw'h¾4uv"xctcpcf tc0' "

"Det är viktigt att köpare och säljare förstår varandra så det inte uppstår missförstånd"

P @f gv'cxugt"f g"gi gpuner gt"d{i i j cpf rctpc"x@f gtct"o kpuv'kpqo "nevqi qtkp"hppu"f gv'p°i tc" pqvgt dctc"tguwncv0'O ¾4rki j gvgp"vkn'cw'wh¾4c"dguv@mpli ct'xlc"gp"kpvgtpgvkf c"gmgt"o ¾4rki j gvgp" vkn'lpvgi tgtcf g'chh@uu{uvg" @gzgo r gnl' °"ugt xleggt dlwf cpf gp"d{i i j cpf rctpc"lpvg"x@f gu@gt0' Cpf tc"v{r gt"cx"ugt xleggt dlwf cpf gp"uqo "gzr gt v°f "o gf "cxuggpf g'r °"v@ctqt'ht°p"rgxgtcpv¾4gp" vkn'd{i i j cpf rctgpn'wvpf gt"@qemu"gzgo r gnl' °"ugt xleggt dlwf cpf gp"d{i i j cpf rctpc"x@f gtct" rfi v0'Gp"lpvtguvcpv'cur gm'@cw' {pi tg'r gtuqpgt"x@f gtct"qrknc'v{r gt"cx"K'h¾4uplpi ct"o gt"@ " @f tg0'P @f gv'cxugt"gzr gt v°f "cpu°i "p°i tc"ht°d{i i j cpf rctg'cw'f g'tgfcv"j cf g'gp"i qf "wpuuner " qo "v@ctqt"qej "cw'f gp"ugt xlegp"lpvg'dgj ¾4f gu0"

SCAs prestation

Mvpf gtpc"x@f gtct"UECu'r tguvkvqp"p°i qv'u@ tg"@nqpnwttgtcpf g"rgxgtcpv¾4gtu'r tguvkvqpgt" *ug"Vcdgm'6-0'F g'ht@ ucv'qtucngtpc"vkn'tguwncvgv"@cw'gp'f gnl'mvpf gt"@o kuup¾4f c"o gf "UECu" tgmco cvkpuj cpvgtkpi 0'F gp" h¾4ucv'cpngf plpi gp"@cw'mvpf gtpc"wr r rxf gt"cw'f gv'lpvg"hppu" p°i qp"v{f rki v{uvg" h¾4'tgmco cvkpuj cpvgtkpi "kpqo "UEC."f g'xgv'j gn'gpngn'lpvg"vkn'xgo "gmgt"

xctv'f g"unc"x@f c"uki "p@tgmco cvkpuht° i qt"wr r nqo o gt0'F gp"cpf tc"qtucnqp"@ "cw"UECu"
tgmco cvkpuj cpvgtkpi " @ "h4" v'f unt@cpf g0' Gp" i qf "tgmco cvkpuj cpvgtkpi " @ "uco v'f ki v' gp"
gi gpuner "mvpf gtpc"x@f gtct"j ¾ v'xkmgv' r q@i vgtcu'cx'h4lcpf g'ekcv0'
"

"Det är väldigt viktigt att leverantören snabbt och enkelt hanterar reklamationer eftersom de annars skulle ta upp en stor del av vår arbetstid"

Trefaktormodellen

Lci "j ct"xcm"cw"nvgi qtkugtc"rgxgtcp¾4uugt xleg"uqo " "performance factors""o gf "j l@r "cx"
vghcmqto qf gmgp0' Cpgrf plpi gp"@ "cw"rgxgtcp¾4uugt xleg"lppghcwt"gi gpuner gt"uqo "@ "f k gm"
npwpc" vkn" d{i i j cpf rctpcu" dgj qx0' P° i tc" gzgo r gn' r ° " rgxgtcp¾4uugt xleg" @ " mji kknm"
nqo o vpkncvkqp"qej "tgmco cvkpuj cpvgtkpi 0'Qo "lpvg"UEC"rgxgtgtct"f gv'mvpf gp"¾4x@vct"uki "
dgt@h'cpf g"f guuc"gi gpuner gt"rgf gt"f gv'vkn'o kuup¾4f c"d{i i j cpf rctg"qej "f gv'rgf gt"v@vqo "vkn"
p¾4f c"mvpf gt"qo "UEC"rgxgtgtc"f g"d{i i j cpf rctpc"¾4x@vct"uki 0'F gv"@ "xknki v'h4"UEC"cw"
rgxgtgtc""performance factors""ghgtuqo "gi gpuner gtpc"cx i ¾4"qo "d{i i j cpf rctpc"@ "p¾4f c"gmgt"
o kuup¾4f c"o gf "UEC"uqo "rgxgtcp¾40""

Pålitlighet

Det bygghandlarna värdesätter

Tguwncvgv'k'Vcdgm'5"xkuct"cw'd{i i j cpf rctpc"j ct"x@f gtcv'r ° rknki j gv'qej "hgzkdkkxgv"j ¾4 u0'
Tguwncvgv' xkuct" qemu" cw" f gv' lpvg" hppu" p° i qp" unknpcf "k' j wt" d{i i j cpf rctpc" x@f gtct"
gi gpuner gt"o gf "cxuggpf g'r ° "qo "d{i i j cpf rctpc"@ "UECu"mvpf gt"gmgt"gl0'F gv'hppu"f guuwqo "
kpi gp"u¾4tg"i gqi tchum'unknpcf "o gncp"tgi kqpgtpc"pqtf."o gncp"qej "u{f "dgt@h'cpf g"j w"f g"
x@f gu@vgt'r ° rknki j gv"ug"Vcdgm'32+0'F gp'unknpcf "uqo "hppu'o gncp"tgi kqpgtpc"i ° t"cw'h4mctc"
o gf "h4lcpf g'ekcvh° p"gp"d{i i j cpf rctg'k'pqtt0'
"

"Det är långa transportavstånd så mycket oförutsett kan hända på vägen hit, därför har vi förståelse om en leverans kommer en dag sent"

Ekcv'v'qxcv'v'f gt"r ° "cw"d{i i j cpf rctg"K'pqtt"@ "xcpc"o gf "cw"gp"f gn'qh¾4wuugf f c"j @f gmgt"
dgt@h'cpf g"mji kknmncp"j @f c."f @h4"x@f gtct"f g"gnm@h° i qtpc"o gf "cxuggpf g'r ° r ° rknki j gv'k"
mji kknngp"lpvg"rkc"j ¾4 v'l@ h4v'o gf "d{i i j cpf rctg"K'f g"¾4tki c"tgi kqpgtpc0'Uco v'f ki v'j ct"
d{i i j cpf rctpc"K'pqtt"xkuc"mxc'r ° "cw'cm'h4"uqtc"cxkngmgt"K'rgxgtcpugtpe"lpvg"ceegr vgtcu0'
"

"Det går inte att vänta en vecka på en leverans som inte kommer fram"

Pqvgtctc"tguwncv"@ "cw"gnm@h° i c"4: "tgur gmkxg"48"wi ¾4"f g"v° "h° i qtpc"o gf "f gv"j ¾4 uvc"
o gf gnx@f gv"ug"Vcdgm'7+0'F guuwqo "wi ¾4"gnm@h° i qtpc"4: ".48"qej "49"f g'h° i qt"uqo "j ct'hguv"
cpvcn'knt {uucf g"lgo o qt" *ug" Vcdgm'8+0' Tguwncvgv'h° p" Vcdgm'7" qej "8" v'f gt"r ° "cw" f gv' @ "
nvgi qtkp"r ° rknki j gv'd{i i j cpf rctpc"x@f gtct"j ¾4 uv."f gv'o gf "dgwqkpi "r ° "gi gpuner gtpc"cw"
rgxgtcp¾4gp"xgtmki gp"wlh4"f gv'f gppg"mxcv'cw'i ¾4c."cw'rgxgtcpugtpe"nqo o gt'hco "vkn'cxvrcv"
f cwo "uco v'cw'rgxgtcpugtpe"lppgj ° mgt"cmc"dgumf c"xctqt0'P @ "f gv'cxugt'r wpmki c"rgxgtcpugt"@ "
f gv'gp"gi gpuner "d{i i j cpf rctpc"ul@xc"tcpi qtf pct"vkn'f gp"v'gf lg"xknki cuvg"gi gpuner gp"p@ "f g"
ul@xc"dgumtkxgt"gp"dtc"rgxgtcp¾4" *Hki wt"33+0'
"

F gv'hcmwo "cw"r ° rknki j gv' @ "gp"nvgi qtk'd{i i j cpf rctpc"x@f gtct"j ¾4 v'j ct"o gf h4v' gp"j ¾4 "
x@f gtktpi "cx"p@vcp"cmc"gnm@h° i qtpc"lpqo "nvgi qtkp0'F gv'hppu"f @go qv'gw'wpf cpvc i "qej "f gv"
@ "h° i c"53" *ug" Vcdgm'9+0' F @ "d{i i j cpf rctpc" lpvg" x@f gtct" mklrc" rgxgtcp¾4gt" uqo "lpvg"

ngxgtgtct"t@ctqt"vkn'mjpmwtgtcpg'd{i i j cpf rctg0'Gw'ekcv'uqo "wpf gtut {ngt"tguqpggo cpi gv'
@0'
"

"Det är inte särskilt viktigt att leverantören är lojala mot oss och inte levererar till andra bygghandlare. Det är viktigt att leverantören säljer trävaror till samma pris så vi kan konkurrera på lika villkor"

SCAs prestation

K Vcdgm' 6" htco i °t" fgv' cw" UECu" rtgucvqp" dgt@hpcfg" r °rkri j gv' @ " rkg" u@ tg" @ "
mjpmwtgpgtpeu'r tguvcvqpgt0'kvt gucpv'@ "cw'tguwncvgv'ht°p'f'g'l@ h4cpfg'ht°i qtpc'unklgt'uki "
ht°p'kpgtxlwtguwncvgv'0'K'kpgtxlwtgpc"htco nqo "fgv'cw"UECu"mwpf gt"xct"x@f ki v'p34fc"o gf "
fgtcu'rtgucvqp"ht° u'v'o gf "cxuggpf g'r °"nqi kungp0'Ekcvp'pgf cp'wpf gtut {ngt'f gwc0'
"

"SCA har varit väldigt punktliga i sina leveranser vilket vi värdesätter mycket"

"SCA har varit bra på att leverera, vi hade ett stort byggprojekt inne i Trondheim där virket kom från SCA och de skötte sig bra"

Trefaktormodellen

Lci "j ct" xcn' cw' ncvgi qtkugtc" r °rkri j gv' uqo " "performance factors"" o gf " o qvkgtpi gp."
r °rkri c"u@lctg"qej "gp"r °rkri "nqi kunkn"@ "gi gpuner gt"uqo "uner ct"gztc"vknhtgf u@ngnug"j qu"
d{i i j cpf rctpc" p@ " rtgucvqpgp" wr h{ngt" h4x@vplki ctpc0' Gi gpuner gtpc" uner ct" qemu°"
o kup34g"qo "rtgucvqpgp"kvg"wr h{ngt h4x@vplki ctpc0"

Flexibilitet

Det bygghandlarna värdesätter

D{i i j cpf rctpc"x@f gu@vgt"hgzkdkkxgv'tgncvkv'rknc"qdggtqpgf g'cx"qo "f g"@UECu"mwpf gt"gmgt"
gl"qej "qdggtqpgf g'cx"xkmgv'i gqi tchkn"qo t°f g'd{i i j cpf rctpc"j ct"ulp'xgtmco j g0' go gpucv "
h4"d{i i j cpf rctpc"@ "cw'hgzkdckxgv"@ "gp"gi gpuner "f g"x@f gtct"j 34 v0"
"

P qvgtdctc'tguwncv"@ "gpn@ht°i c"54"qej "57"f g"j ct"f g"j 34 uvc"o gf gnx@f gp"kpqo "ncvgi qtkp"*ug"
Vcdgm'7-0'F gv'k'ulp"wt"dgvt f gt"cw"gi gpuner gtpc"nqtvc"ngxgtcpukf gt"uco v'cw'ngxgtcpv4gp"
upcddv'vt"uki "cp"wr nqo o cpf g'r tqdrgo "x@f gtcu"o gu0'Cpo @nplki ux@v'@ "cw"lpi gp"cx"fg"
x°"gpn@ht°i qtpc"°vgthkppu"K'Vcdgm'8."fgv'dgv f gt"cw"lpi gp"cx"ht°i qtpc"K'ncvgi qtkp"hgzkdkkxgv"
j ct"ht°w'vkn@emki v'o °pi c'hgo o qt"kn{ucf g'h4"cw'nqo o c"o gf "r °"qrr rkucp0'F gv'ncp"vqmcu"
uqo " cw" d{i i j cpf rctpc" v'engt" cw" hgzkdkkxgv' @ " xknki v' o gp" kvg" cduqnw" p34x@f ki v'
Tguqpggo cpi gv' uv{tmu"qemu" cx" Vcdgm'9" f @ " lpi gp" gpn@ht°i c" ht°p" ncvgi qtkp" hgzkdkkxgv"
°vgthkppu'0'F @o gf " hppu" f gv" lpi c" hgzkdkkxgv'ht°i qt" uqo " d{i i j cpf rctpc" v'engt" @ " o kpf tg"
xknki c0' K Hki wt" 33" °vgthkppu" tguwncvgv' ht°p" d{i i j cpf rctpcu" gi gp" dguntkxplki " cx" gp" dtc"
ngxgtcpv4. "gi gpuner gp"upcddc"ngxgtcpugt"tcpi qtf pcu" f @ " vkn'gp"hl@f g'r rncv'0'K'kpgtxlwtgpc"
htco nqo "fgv'qemu"xcth4"p°i tc"d{i i j cpf rctg"x@f gtcf g"upcddc"ngxgtcpugt"x@f ki v'o {engv'0'K'
ekcvp'pgf cp"dguntku'p°i tc"cx"cpngf plki ctpc0"
"

"På en dag kan ett sortiment ta slut och därför behöver vi snabba leveranser"

"Korta leveranstider är viktigt eftersom vi inte kan ha hela vårt sortiment på lager"

- Ngxgtcpv³4uugt^xleg" "Performance factors" "O kw't f "vkn'UEC"@"cw'hqmwugtc"r °"cw' h³4d@wtc" uki " kpqo " f gppc" ncvgi qtk' h¹@ uv" o gf " cxuggpf g" r °" gp" d@w^g tgmco c^kqpuj cpvgt^kpi ." h³4" cw' drk' r^{knc}" dte" gmg^t" d@w^g" @ " nqpmwtg^pvgt^ppc0' Gp" i qf " r tguvc^kqp" cx"UEC"kpqo "ngxgtcpv³4uugt^xleg"@"xknki v' ghgtuqo "f gp" f k^{gm}" r ° xgt^{met}" vkn^tgf u@vgnug^p" j qu' mwpf gtpc" qej "ncp" f @h³4" rki i c" vknⁱ twpf "h³4"gz^{tc}"p³4f c" mwpf gt0"
- R°rk^{ri} j gv" "Performance factors" "Kp^{qo} "f gppc"ncvgi qtk'h^kppu" f gv' un^krf c" ° ukmg^t" k' d{ i i j cpf rctpcu" x@f gt^kpi ct" cx"UECu" r tguvc^kqp0' F gv' h^kppu" f qem' w °" gi gpuner gt" f g" x@f gtct" j ³4 t^g" @ ³4tki c0' Gi gpuner gtpc" @ "cw' ngxgtcpv³4gp" qej "f guu' u@lct^g" xgt^mki gp" w^hh³4" xcf "f g" nqxcv' cw' i ³4c" qej "cw' ngxgtcpug^tpc" nqo o gt "htco " vkn' cxvcrv' f cw^o 0' O kw' t ° f " @ "cw"UEC" d³4" ctdgc" o gf " qej "h^qmwugtc" r ° " h³4d@w^kpi ct" kpqo "f guuc" qo t ° f gp" h³4" cw' r tguv^{tc}" d@w^g" @ " nqpmwtg^pvgt^ppc0' F gv' @ "f guuwqo " xknki c" gi gpuner gt" ghgtuqo "f g" f k^{gm}" r ° xgt^{met}" vkn^tgf u@vgnug^p" j qu' d{ i i j cpf rctpc" qej " gi gpuner gtpc" x@f gtcu" f guuwqo " j ³4 uv' cx" cmc" gi gpuner gt" k' wpf gtu³4n^kpi gp0'
- Hgz^kdk^kgv" "Excitement factors" "ó" O kpc" tgnqo o gpf c^kqpgt" vkn'UEC"@"cw' f g" k^pvg" k' h³4uc" j cpf "unc" h^qmwugtc" r ° " hgz^kdk^kgv0' Cprgf p^kpi gp" @ "cw' hgz^kdk^kgv" vkn^j ³4" ncvgi qtk^p" "excitement factors" " xkn^{gv}" h³4uv" nt@^gt" gp" i qf " r tguvc^kqp." k' UECu" hcm' kpqo " ngxgtcpv³4uugt^xleg" qej " r °rk^{ri} j gv0' H³4uv' p@ " f guuc" w °" ncvgi qtk^gt" w r h^gng^t" d{ i i j cpf rctpcu" h³4x@v^kpi ct" unc" UEC" h^qmwugtc" r ° "cw' ngxgt^gtc" upcd^{dc}" ngxgtcpug^t0' Gi gpuner gt" f g' h^guc" d{ i i j cpf rctg" ghgt^h ° i cf g" qej "cpu" i "xctc" t^grc^kxv' xknki c0' ""

Övriga rekommendationer

Tguwncvgv' h¹ ° p" f gp" i gqi tch^{unc}" cpcn{ ugp" vkn^{uco} o cpu" o gf "mwugtcpcn{ ugp" x^kuct" cw' f gv' k^pvg" h^kppu" p ° i tc" v{ f rki c" ugi o gpv' cx" d{ i i j cpf rctg0' O kpc" tgnqo o gpf c^kqpgt" vkn'UEC" drk' cw' k^pvg" f g^{rc}" w r r" d{ i i j cpf rctpc" k' ugi o gpv' ghgt" f gtcu" x@f gt^kpi ct0' J vxw^fqtucn^{gp}" @ " cw" d{ i i j cpf rctpcu" x@f gt^kpi ct" @ " x@f ki v' r^{knc}" qdgtq^{gp} f g" cx" k' xkn^{gp}" i gqi tch^{unc}" tgi k^p f g" j ct" uk^p" xgt^mco j gv' xkn^{gv}" mwpf ugi o gpv' d{ i i j cpf rctpc" k^tkmct" uki "o qv" qo "d{ i i j cpf rctpc" k^{pi} ° t' k' gp" ngf lc" gmg^t" gl" qej " vkn'ukuv' qdgtq^{gp} f g" cx" j w' f gtcu' k^pn³4 uqti c^pkuc^kqp" @ " whqto cf0' "

O kpc" tgnqo o gpf c^kqpgt" vkn'UEC" o gf "cxuggpf g" r ° " tguwncvgv' h¹ ° p" UECu" hgo "o guv' p³4f c" uco v' hgo "o kpuv' p³4f c" mwpf gt" @ " h³4lcpf g0' P @ " f gv' cxugt" f g" hgo "o guv' p³4f c" mwpf gtpc" h^kppu" f gv' hqt^vctcpf g" gp" uq^t" h³4d@w^kpi ur qv^gp^kcn' v^tquc" cw' f g" x@f gtct" UECu" r tguvc^kqp" i gp^gt^{gm}" r^kg" d@w^g" @ " nqpmwtg^ptc^p f g" ngxgtcpv³4gt" o gf "cxuggpf g" r ° " cmc" f g" hgo "ncvgi qtk^gtpc0' H³4" cw"UEC" o guv' p³4f c" mwpf gt" unc" drk' @ " o gt" vkn^tgf u@v^{nc} c" o gf "UEC" uqo "ngxgtcpv³4" d³4" f g" h³4lc" o kpc" tgnqo o gpf c^kqpgt" k' r wpm^kucp" qxcp0' F gv' uco o c" i @ng^t h³4" f g" hgo "o kpuv' p³4f c" mwpf gtpc" o gf " vknⁱ @ i gv' cw"UEC" o ° uvg" ctdgc" o gf "h³4d@w^kpi ct" kpqo "ncvgi qtk^p" r tguvc^p c0' F g' h³4d@w^kpi ctpc" UEC" h¹@ uv' d³4" i ³4c" @ "cw" cpr cuuc" n^xcrk^{gv}gp" o qv' f gp" n^xcrk^{gv}" d{ i i j cpf rctpc" h³4x@v^kct" uki " o gf "cxuggpf g" r ° " vkn'gz go r gⁿf ko gpuk^pgt0' "

F gv' @ " xknki v' cw' r q@pi v^gtc" cw' tguwncvgv' h¹ ° p" wpf gtu³4n^kpi gp" x^kuct" cw' d{ i i j cpf rctpcu" x@f gt^kpi ct" k^pvg" k' p ° i qp" uv³4tg" wux^t@n^kpi " un^klgt" uki " h¹ ° p" xctcpf tc0' Cw" x@f gt^kpi ctpc" @ " x@f ki v' gpv{ f ki c" un^wng" m^wppc" dg^v{ f c" cw" d{ i i j cpf rctg" k' uco o c" i gqi tch^{unc}" qo t ° f g" o gp" uqo " k^pvg" k^{pi} ° t' k' f gppc" wpf gtu³4n^kpi " qem^o" x@f gtc" f g" wpf gtu³4mc" gi gpuner gtpc" t^grc^kxv' r^{knc}." l@ h³4v' o gf "d{ i i j cpf rctpc" k' f gppc" wpf gtu³4n^kpi 0' F gv' @ " xknki v' cw' nqo o c" l^j ° i "cw' f gv' k^pvg" h^kppu" p ° i tc" dgx^ku" h³4" f gwc" o gp" cw' f guuc" vcp^{net}" nqo o gt" w r r" r ° " i twpf " cx" f gv' gpv{ f ki c" tguwncvgv0' "

Cxunw^kpi ux^ku" uco o cph^cwcu" gzco gpuctdg^v" k' p ° i tc" nq^{tc}" o gp^kpi ct" j @ vcf g" h¹ ° p" I c^tx^kpu" ct^kngⁿ" *3; : 6-0' F gv' xknki cu^g" h³4" UEC" gp^{ri} v' o ki " @ " f g" o ° uvg" h³4uv' " xcf " f gp" ur g^eh^{knc}"

Referenser

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- Guckcuup."R0'I knlco ."O O'Quectuup."J O("Y @pi gt wf."N042270Metodpraktikan-Konsten att studera samhälle, individ och marknad,"4"wr r r0P qtugf w'lwtkf kniCD"
- Hqtf "F Oo (h0042240The Business Marketing Course,"Dkf f gnu'Nf."Mpi Iu'N{ pp."P qthqm"KUDP "2/693/: 9944/2"" I ctxlp."F (C03; : 60Y j cvF qgu'öRtqf wev'S wrk{ö'Tgcm{ "O gcpA0Sloan Management Review""
- J ckt."Lqur j "H042320Multivariate Data Analysis: a global perspective."90qo ctdgvcf g'wr r r0Wf r gt "Ucf f ng"Tkxgt." P (l0'Rgctuup"Gf wecvqp."eqr 04232"
- J cpugp."G."Dwej "T"l0cpf "Hgt p"G'H03; : 80Cp"Go r klcenCuuguuo gpv'qh'y g'F ko gpukqp"qh"Uqlhy qqf "Nwo dgt" S wrk{0Forest Science 42(4)"
- J cpugp."G0"Y glphwtgt."U003; : ; 0Softwood lumber quality requirements<Gzco kpkpi "vj g'ur r rkt ldw{ gt" r gtegr vqp'i 0Wood and Fiber Science 31(1): 83-94
- Kp"Vtg"CU0]qprkpg_ "4233/27/25+"Vknri @pi rki <"j wr <ly y y @ppvtgQp lcdqwa gpQur zI]"4233/27/25_
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- O cv{ rgt."M0'Dckqo ."H0"J kpgtj wdg."J 0 "0'Tgp| n"D0'Rlej rgt."l0"42250Vj g'cu{o o gtle'tgrcvkpuj kr "dgy ggp" cwtldwg/rxgnr gthqto cpeg"cpf "qxgtcnlewuqo gt "ucvukcevkp<c'tgeqpukf gtcvqp"qh'y g'ko r qtvcpeg/ r gthqto cpeg"cpn{ uku0Industrial Marketing Management 33 (2004) 271-277
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- ZND{i i 0J go ulf c0]qprkpg_ "4233/25/46+"Vknri @pi rki <"j wr <ly y y @r nd{i i @pqlko azmd{i i "j4233/25/46_
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Bilagor

Bilaga 1. Enkät

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U{hgv"o gf "f gppc"uwf kg"@ "cw"wpf gtu^{3/4}nc"xknc"gi gpuner gt"pqtunc"d{i i j cpf rctg"x@f gu@vgt" j qu" ulpc" ngxgtcpv^{3/4}gt" cx" d{i i j cpf gnuqt vko gpvgv" D{i i j cpf gnuqt vko gpvgv" kpmwf gtct" r tqf wmg"uqo "vkn'gz go r gn'napust wmkqpuxkng."{ wgr cpngt."d{i i xkng"qej "v{enlo r tgi pgcv" xkng0"

"

Lci "uqo "ctdgvct"o gf "f gppc"uwf kg"j gvg"O cwlcu"Dt@ppi °tf"qej "uwf gtc"vkn'l@ o @vctg"r °" Uxgtki gu"Ncpvdt wmwpxgtukgv"K"Wr ucnc0F gppc"uwf kg"@ "gp"f gn'cx"o kw'gz co gpuctdgv"uqo " wi ^{3/4}"f gp"ukuc"f ggp"cx"o kp"wdkrf plpi 0Lci "wh^{3/4}"f gppc"uwf kg"r °"gi gp"j cpf "o gf "uv^{3/4}"h°p" o kp"j cpf rgt g'r °"Uxgtki gu'ncpvd wmwpxgtukgv"qej "o kw'x@f h^{3/4}gvc"UEC"Vko dgt0"

"

P gf cp"hp"pu"58"hgtxcnuh°i qt"f@ "lci "xkn'cw"P k'dctc"unc"tkpi c"kp"f g"cngtpcvx"uqo "d@v" uv@ o gt"^{3/4}gtgpu"o gf "gt"gi gp"wr h'wplpi 0F gv'xkn'u@c"f gv'@"dctc"ett"cngtpcvx"r gt"ht°i c" uqo "pk'unc"tkpi c"lp0H°i c'59'vkn'5; "@ "pkht'k'cw'untkxc"pgf "gtc"gi pc"uxct0"

"

F cwo <"

"

Qtv<"

"

H^{3/4}gvc" <" "

"

£ i ctut wmw<"

"

Mwpf ugi o gpv<"	Rtqhhd{i i ctg"	J go o chzctg"	Mqo dlpgtcv
" "	" "	" "	" "

"

Kpn ^{3/4} uqti cplucvqp<"	Egptcnc'lpn ^{3/4} "	Nqncnc'lpn ^{3/4} '"	Mqo dlpgtcv"
" "	" "	" "	" "

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Produktkvalitet"

Virkesegenskaper<" Mxkuv." ur tlenqt." xcpncpv." mffrfr qt." upgf hdtki j gv." vltxgf" qej " uxco r cpi tgr r "

"

Deformationer:"Hcxd^{3/4}."ncpwtqnki j gv."mw ki j gv'qej "ungxj gv"

"

Prestanda

"

J wt"xknki v'@"f gv'cw<"

"

1. Ngxgtcpv^{3/4}gp"j ct"gp"i qf "nxcnkvgv'r °"ulpc"r tqf wmg"o gf "cxuggpf g'r °"qrknc"v{r gt"cx" virkesegenskaperA"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

2. Ngxgtcpv^{3/4}gp"j ct"gp"i qf"nxcnkv'r °"ukpc'r tqf wmg't'o gf "cxuggpf g'r °"qknm"v{r gt"cx" deformationerA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

3. Rtqf wmgtpc"j ct"gw'f'i v'r tkuA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

4. Ngxgtcpv^{3/4}gpcu'r tku'r °"t@xctqt"@'f gv'h@ uvc'r °"o ctnpcf gpA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

5. Rtqf wmgp"@'egt wkg'tcf "gprki v'HUE"gmgt'hkpcpf g'egt wkg'tkpi uu{vngo A"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

6. Rtqf wmgp'ngxgtgtcu'x@'lpcu' gp'k'gw'r cngvA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

7. Rtqf wmgpu'wuggpf g"@'wmcn'pcf g'o gf "cxuggpf g'r °"virkesegenskaperA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

8. Rtqf wmgpu'wuggpf g"@'wmcn'pcf g'o gf "cxuggpf g'r °"deformationerA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

Upplevd kvalitet

"

J wt'xkmi v"@'f gv'xkf "xcn'cx'ngxgtcpv^{3/4}"cw<"

"

9. Ngxgtcpv^{3/4}gp"@'x@'gvcn'gtcf 'k'dt'cpuej gpA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

"

10. Ngxgtcpv^{3/4}gp"j ct"gw'i qwt{emg"dncpf"cpf tc'h^{3/4}gwi 'k'dtcpuej gpA"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

11. "Ngxgtcpv^{3/4}gp"j ct"gw'i qwt{emg"dncpf"era'mwpf gtA*V"gz'r tqhhu"qej 'r tkxcw"mwpf gt+"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

12. "T°xctcp"km'ngxgtcpv^{3/4}gpu'r tqf wmg'tnqo o gt'h°p"gw'pqtf km'ncpf A"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

13. Ngxgtcpv^{3/4}gp"j ct"ukp'r tqf wmkqp'cx't°xctqt'k'gw'pqtf km'ncpf A""

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

Service

Leverantörsservice

J wt'xkmi v'@'f gv'cw<"

14. "Ngxgtcpv^{3/4}gp"ncp"gtldwf c"gw'uvqtvr' tqf wmuqtko gpvA"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

15. "Ngxgtcpv^{3/4}gp"ncp'i g'er'r gtuqpcn'gzr gt°f"qo 'j wt'f gtcu'r tqf wmg'tunc"cpx@pf cuA"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

16. "Ngxgtcpv^{3/4}gp"ncp'i g"era kunder"gzr gt°f"qo 'j wt'f gtcu'r tqf wmg'tunc"cpx@pf cuA"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

17. "Ngxgtcpv^{3/4}gp"cpuxctct'h^{3/4}hcmgpA"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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18. "Ngxgtcp^{3/4}gp"ncp"gtdlwf c"cp r cuuf g"iqi k^{3/4}upki ct A"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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19. "Ngxgtcp^{3/4}gp"ncp"gtdlwf c"cw'rgxgtgtc"små"rgxgtcpuxqn{o gt"cx"r tqf wngtA"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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20. "Ngxgtcp^{3/4}gpu"u@lctg"@j l@ruco "qej "kmo ^{3/4}gui ° gpf gA"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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21. "Ngxgtcp^{3/4}gpu"u@lctg"xkuct"gp"xkrlc"cw'w r h{nc"mwpf gpu^{3/4}pungo ° nA"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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22. "R°"gw"gpngn"u@w"xlc"vgrhqp lo ckn"mwpcc"nqo o c"knupvcn'o gf "rgxgtcp^{3/4}gpA"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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23. "F gv"lppu'o ^{3/4}rk j gv'cw"mwpcc"n@ i c"gp"qtf gt"xlc"gp"kvgtpguk cA"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
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24. "Ngxgtcp^{3/4}gp"ncp"gtdlwf c"gw"lpvgi tgtcv'ch@uu{u ngo A"

Obetydlig 1	Liten betydelse 2	Betydande 3	Viktig 4	Väldigt viktig 5	"
----------------	----------------------	----------------	-------------	---------------------	---

25. "Ngxgtcp^{3/4}gp"gtdlwf gt"gp"lwpj gtcpf g'cf o kpkwcvx"ugtxlegA"

""

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

Pålitlighet

J wt"xkmi v"@f gv'cw<"

"

26. "Ngxgtcp^{3/4}gpu"ngxgtcpu"xgtmki gp"nqo o gt"lco "kni'utsatt f cwo A"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

27. "Ngxgtcpugp"xgtmki gp"lppgj °ngt"cmc"f g'r tqf wngt"uqo "dguv@nuA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

28. "Ngxgtcp^{3/4}gp"qej "f guu'u@lctg"xgtmki gp"wh^{3/4}"xcf "f g"j ct"qxcv'cw'i ^{3/4}cA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

29. "J c"gp"i qf "tgrv'qp"o gf "ngxgtcp^{3/4}gpA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

30. "J c"gp"r gtuprki "tgrv'qp"o gf "ngxgtcp^{3/4}gpu'u@lctgA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

31. "Ngxgtcp^{3/4}gp"@m'len'qej "lpvg"ngxgtgtct"t@ctqt"knj wxf nupmwtgpgtA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig	
1	2	3	4	5	"

"

"

Flexibilitet

J wt'xkmi v'@'f gv'cw<

"

32. "Ngxgtcp^{3/4}gp'j ct'nqtvc'rgxgtcpukf gtA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

33. "Ngxgtcp^{3/4}gp'@'hgzkdgn'qej 'nnp'j cpvgtc'gp'ql^{3/4}wugf f'qtf gtA"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

34. "Ngxgtcp^{3/4}gp'nnp'o qv'qtf gt'rgxgtgtc'ur gekrr tqf wmgA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

35. "Ngxgtcp^{3/4}gp'upcddv'ct'uki 'cp'r tqdngo 'uqo 'wr r nqo o gtA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

36. "Ngxgtcp^{3/4}gp'cpr cuuct'uki 'kni'mwpf gpu^{3/4}pungo °nA"

"

Obetydlig	Liten betydelse	Betydande	Viktig	Väldigt viktig
1	2	3	4	5

"

37. "Hppu'f gv'p°i tc'{'wgtrki ctg'hcmqgt'gt'uqo 'pk'x@f gu@wt'o gf'cxuggpf g'r tqf wmgp'uqo " lci 'kpg'j ct'ci k'wr r'j @'kf ci A"

"

"

"

38. "Hppu'f gv'p°i tc'{'wgtrki ctg'hcmqgt'gt'uqo 'pk'x@f gu@wt'o gf'cxuggpf g'ugt'xleg'uqo " lci " kpg'j ct'ci k'wr r'j @'kf ci A"

"

"

"

39. "Mcp'P Kk'p°i tc'nqtvc'qtf'dguntkxc'gp'dtc'rgxgtcp^{3/4}'cx'xkngA"

"

"

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"

Bilaga 2. En jämförelse av SCA som leverantör av sågade varor

"

P g f c p "h p p u" h g o "l @ h 4 c p f g " h i o i q t l u r 3 4 u o ° n f @ " p k l @ h 4 " U E C " V l o d g t u ' r t g u c v k p p ' k ' h q t o " c x " c w ' r g x g t g t c " v t g r u v ' k ' l @ h 4 g n u g " o g f " g t c " c p f t c " r g x g t c p v 3 4 g t u " r t g u c v k p p g t 0 ' F g v ' h p p u" h g o " c n g t p c v k " c w ' x @ l c " d r c p f . " h i o p ' o { e n g v u @ t g " v m i o { e n g v d @ t g ' r t g u c v k p p 0 F g v ' @ " d e t c " v m i v g v ' c w " n t { u u c " k ' e t t " c x " c n g t p c v k g p 0 X c t l g " h i o i c ' i ° t ' w ' r ° " c w l @ h 4 c " U E C " V l o d g t u ' r t g u c v k p p " o g f " g t c " c p f t c " r g x g t c p v 3 4 g t " c x " v t g r u v 0 "

Prestanda/Utseende

J w t " r t g u g t c t " U E C " k l @ h 4 g n u g " o g f " g t c " c p f t c " r g x g t c p v 3 4 g t " o g f " c x u g g p f g " r ° " c w ' r t q f w n g t p c " j c t " g w ' h i v ' r t k u . " i q f " h x c k y g v u c o v ' g w ' k m c r c p f g " w u g g p f g " o g f " c x u g g p f g " r ° " v i r k e s e g e n s k a p e r " q e j " d e f o r m a t i o n e r A "

"

Virkesegenskaper < " M k l u v " u r t k e m q t . " x c p m c p v " n f f r r q t . " u p g f h k d t k i j g v " v l w t x g f " q e j " u x c o r c p i t g r r "

Deformationer: " H r v d 3 4 . " h e p v n t q n k i j g v " n w r k i j g v " q e j " u n g x j g v "

"

Prestanda/Utseende	Mycket sämre 1	Sämre 2	Likvärdig 3	Bättre 4	Mycket Bättre 5

"

SCAs rykte

J w t " w r r h c w c t " p k " U E C " u q o " r g x g t c p v 3 4 " l @ h 4 v o g f " c p f t c " r g x g t c p v 3 4 g t " o g f " c x u g g p f g " r ° " U E C u " t { e m g " d r c p f " g t c " m w p f g t " q e j " U E C u " t { m g " d r c p f " c p f t c " d { i i j c p f r c t g 0 " " }

SCAs rykte	Mycket sämre 1	Sämre 2	Likvärdig 3	Bättre 4	Mycket Bättre 5

Leverantörsservice

J w t " r t g u g t c t " U E C " k l @ h 4 g n u g " o g f " g t c " c p f t c " r g x g t c p v 3 4 g t " o g f " c x u g g p f g " r ° " d r c p f " c p p c v " c w ' j c " g w " u q t v " r t q f w m u q t v k o g p v " g t d l w f c " f k u t k d w k p u r 3 4 u p k p i c t . " j l @ r u c o j g v " j q u " r g x g t c p v 3 4 g p u " u @ l c t g " q e j " c f o k p u t c v k u g t x k e g A "

Leverantörsservice	Mycket sämre 1	Sämre 2	Likvärdig 3	Bättre 4	Mycket Bättre 5

"

Pålitlighet

J wt" r tguvgtct" UEC" k' l@ h4gnug" o gf" gtc" cpf tc" rxxgtcpv4gt" o gf" cxuggpf g" r °" dncpf "cppev" r vpmxki j gv" k' rxxgtcpugt. "cw" lpi c" r tqf vmg" t@ "tguvqvgtcf g. "cw" f gv" hppu" gp" i qf "tgrvqp" o gf" rxxgtcpv4gt" qej "cw" rxxgtcpv4gt" kv" rxxgtgtct "vni" gtc" nppmwt tgpvgtA"

Pålitlighet	Mycket sämre 1	Sämre 2	Likvärdig 3	Bättre 4	Mycket Bättre 5

Flexibilitet

J wt" r tguvgtct" UEC" k' l@ h4gnug" o gf" gtc" cpf tc" rxxgtcpv4gt" o gf" cxuggpf g" r °" nqtv" rxxgtcpv4gt. " hgz kdkkv. " cw" rxxgtcpv4gt" upcddv" j cpvgtc" r tqdrgo " uqo " w r nqo o gt. " cw" rxxgtcpv4gt" cpr cuuct" uli " vni" mwpf gpu" 3/pungo ° n' qej "cw" rxxgtcpv4gt" ncp" r °" gw" gpngn" u@v" nqpvcmcuA"

Flexibilitet	Mycket sämre 1	Sämre 2	Likvärdig 3	Bättre 4	Mycket Bättre 5

"

"

Bilaga 3. Värdeladdade citat

"

Ekcvgp"@w r f g r f g'ghgt 'f g'hgo "nrcgi qtlgtpc"r tguvcpf c."w r r gxf "nxcrkvgv"rgxgtcpv³/₄uugt xleg."

r ° r k r k i j g v'qej "hgz k d k r k g v 0"

"

Prestanda

öRtku'qej "m i k u k m i @ " x @ f k i v'x k m k i v ö"

öF gv'o ° uvg"l h p p c u"gp" d c r p u"o g m c p"r t k u"qej "nxcrkvgv 0 H³/₄"f ° r k i "nxcrkvgv"rgf gt "v k m'c w'x k'h ° t" o { e n g v'x k t n g't g w t p g t c v'x k n g v'rgf gt "v k m'o { e n g v'c t d g v' h³/₄"q u u 0 H³/₄"j³/₄ v' r t k u'rgf gt "v k m'c w'x k' l p v g" h ° t"p ° i q v'u ° n ö"

öRtkugv"@x k m k i v'ghgtuqo "x ° t c'r t q h u m w p f g t'i ° t"o { e n g v'r ° r t k u"p @ "f g'n³/₄ g t'u ° i c f g'x c t q t ö"

öXK'i ° t"j g r c"v k f g p"qej "r m e n e t" d q t v' d t @ q t"o g f "f ° r k i "nxcrkvgv 0 X k'x k m' l p v g" c w" x ° t c" m w p f g t" h³/₄ n p k r c t"q u u"o g f "f ° r k i "nxcrkvgv ö"

öP ° i t c" f ° r k i c" g t h c t g p j g v g t" x k'j c h' c x" q r k n c" r g x g t c p v³/₄ g t" @ "f g"j c t"j c h' g p" h³/₄ "f ° r k i "nxcrkvgv'r ° r t q f w m g t p c ö"

öF gv"@x k m k i v'c w' r g x g t c p v³/₄ g p" u @ l g t" v @ c t q t" v k m' u c o o c" r t k u" u ° " x k' n e p" n u p n w t t g t c" r ° " r k n c" x k m q t ö"

öUEC"j c t" g w' t g r c v k v' d t c" r t k u" r ° " u l p c" r t q f w m g t" qej "f g v' @ " g p" c x" c p r g f p l p i c t p c" v k m' x c t h³/₄ " x k' x c n' l u u' U E C" u q o " h g x g t c p v³/₄ ö"

öUEC"j c t" d t c" r t k u" r ° " u l p c" r t q f w m g t" u c o v k f k i v' u q o "f g'j c t" g p" i q f "nxcrkvgv'r ° " x k n g v' x k n g v' @ " g p" c x" c p r g f p l p i c t p c" v k m' x k' x c n' U E C ö"

öXK'j c t" x c n' g p" u x g p u n i' r g x g t c p v³/₄ "f @ h³/₄ " c w' f g'j c t" g w' d @ u g' r t k u' g p" p q t u n c" r g x g t c p v³/₄ g t ö"

"

Upplevd kvalitet

öF gv"@x @ f k i v'x k m k i v'c w' r g x g t c p v³/₄ g p" u n c r c t" u k i " g w' x c t w o @ n g" d r c p f" x ° t c" m w p f g t" u q o " v k m' g z g o r g n' c w' r g x g t c p v³/₄ g p" h³/₄ n p k r r c u' o g f "i q f "nxcrkvgv'qej "d t c" r t k u g t ö"

öF gv'ur g r c t" l p i g p" t q m' x c t" v @ c t q t p c" n q o o g t" k r ° p. "f g' x k m k i c u g" @ " c w' f g'j c t" g p" j³/₄ "nxcrkvgv' qej "n q o o g t" h t c o " k' v k f ö"

öKf gv'u q t c" j g r c" @ " c m c" r g x g t c p v³/₄ g t" i c p u m c" r k n x @ f k i c. " g p" r g x g t c p v³/₄ @ " d t c" r ° " g p" u c m' qej " g p" c p p c p" @ " d @ u g" r ° " g p" c p p c p" u c n 0' F @ h³/₄ " v t q t" l c i "f g v' @ " x k m k i v'c w' c t d g v c" r t q h g u k q p g m' h ° p" i t w p f g p" h³/₄ " c w' d r k' d @ n ö"

öXK'j c t" p q t u n c" r g x g t c p v³/₄ g t" q e m u °. " x k n g v' @ " d t c" p @ " o c p' x k m' u r t k f c" t k u n g t p c. " h w p i g t c t" f g v' l p v g" o g f "f g p" g p c" r g x g t c p v³/₄ g p" n e p" o c p' x @ f c' u k i " v k m f g p" c p f t g ö"

"

Leverantörsservice

öHwpi g t c p f g' m i k u k m i @ " x @ f k i v'x k m k i ö"

öGp" u p c d d" j c p v g t l p i " c x' t g m c o c v k q p g t" @ " x @ f k i v'x k m k i v' g h g t u q o "f g v' @ " v k f u n t @ c p f g' h³/₄ " q u u' c w" c t d g v c" o g f " t g m c o c v k q p g t ö"

öF gv"@x @ f k i v'x k m k i v'c w' r g x g t c p v³/₄ g p" u p c d d v' qej " g p n g n" j c p v g t c t" t g m c o c v k q p g t" g h g t u q o "f g" c p p c t u' u n w n g" c" w r " g p" u v q t" f g n' c x" x ° t" c t d g w k f "

öXK' x k m' c t d g v c" o q v' g p" q t i c p k u c v k q p" u q o " @ " r t q h g u k q p g m k' c m c" r g f. "f g v' u n c" x c t" q t f p l p i " qej " t g f c" k' q t i c p k u c v k q p g p" f g v' w p f g t n @ c t" x ° t" n u p v c m' o g f "f g o ö"

öXK' v { e n g t" c w' U E C" j c t" g p" r k g" q m c t" q t i c p k u c v k q p" f g v' @ " u x ° t v' c w' x g v c" x g o " o c p" u n c" n u p v c m c" qej " h ° p" x k n g p" u ° i " x k n g v' n q o o g t" k r ° p ö"

öU g t x l e g p" p @ " o c p" j c h' r t q d r g o " o g f "p ° i q p" r g x g t c p u' j c t" x c t k' d t c. "f g p" n e p" x k' l p v g" n m c i c' r ° ö"

öF gv"@x k m k i v'c w' h³/₄ c t g' qej " u @ l c t g' h³/₄ u v' t" x c t c p f t c" u ° "f g v' l p v g' w r u v' t" o k u l h³/₄ u v' p f ö"

"

"

"

"

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"

"

Pålitlighet

öFgv"@"lpvg"u@unkn" xkmi v'cw'ngxgtcpv¾4gp"@"mlcn'o qv'quu"qej "lpvg'ngxgtgtct"vkn'cpftc"
d{i i j c p f n t g ö"

öFgv'i °t"lpvg'cw'x@vc"gp'xgenc'r °"gp'ngxgtcpu'uqo "lpvg'nqo o gt'htco ö"

öFgv"@"ifpi c"tcur qtvcxuv°pf "u"o {engv'qh¾4wu@w'nep"j @pfc"r °"x@gp"j k0'F @h¾4"j ct"xk"
h¾4uv°gnug"qo "gp'ngxgtcpu'nqo o gt'gp'fci 'ugpvö"

öUEC"j ct'xctk'x@f ki v'r wpmki c'k'ulpc"ngxgtcpugt'xkmgv'xk'x@f gu@vgt'o {engvö"

öUEC"j ct'xctk'dtc"r °"cw'ngxgtgtc."xk'j cf g'gw'uqtv'd{i i r tqlgm'kppg"K"Vtqpf j glo "f@"xkngv"
nqo "ht°p"UEC"qej "f g'un¾4wg'uki "x@f ki v'dtcö"

"

Flexibilitet

öUpddc'ngxgtcpugt"@"x@f ki v'xkmi v'h¾4"UgVtc'vct'f gv'detc"gp'fci "cw'ngxgtgtc't@xctqt"j k'qej "
f gv'@"x@f ki v'xkmi v0'

öUxgpunc'ngxgtcpv¾4gtu'r tqdrgo "@"cw'f g'j ct'drkx'v'u°"uqtc'r tqf wegpgt'uqo "lpvg'nep'uv@nc"qo "
qej "r tqf wegtc'ur geknr tqf wngtö"

öLci "x@f gu@vgt'uo °"u°i xgtm'uqo "upcddv'nep'uv@nc"qo "qej "r tqf wegtc'ur geknr tqf wngt'r °"x°t"
dgi @cp0'Vkn'gzgo r gn'gp't {enko r tgi pgctf "tgi gn'k'gp'ur gekm'f ko gpukqpö"

öCw'mwppc"dguv@nc"gp'ncuudki'o gf "o kzc f g'xctqt"@"x@f ki v'xkmi v'h¾4"quu."ur gekm'r °"xlpvgtp"
p@"ghgtht°i cp"@"hkgpö"

öXK'x@f gtct'hgzkdkgv'kpqo "nqi kunk'x@f ki v'o {engv'ghgtuqo "x°t"pwxtcpf g'ngxgtcpv¾4"j ct"
ukw'u°i xgtm'322"o gvg't"ht°p"x°t"i tkpf."f gv'o gf h¾4"cw'xk'nep"i ¾4"gp"dguv@nkp'i "r °"o qti qpgp"
qej "ht°xctqtpc'kppcp'hwpej ö"

öMqtv'ngxgtcpukf "@"xkmi v'ghgtuqo "xk'lpvg'nep"j c"j gr"x°tv'uqtvko gpv'r °"hci gtö"

öR°"gp'fci 'nep"gp'xctc'K'x°tv'uqtvko gpv'c'unw'qej "f @h¾4"dgi ¾4gt'xk'upddc'ngxgtcpugtö"

öF guvq'uv¾4tg'u°i xgtm'o cp'j c p f n t "o gf "f guvq'o k p f t g'hgzkdgn'drk" f go ö"

öXK'x@f gu@vgt'cw'ngxgtcpv¾4gp'nep'xctc'hgzkdgn'qej "nep"j cpvgtc"gp"qtf gt'r °"nqtv'xctugrö"

Bilaga 4.

- T@w'r tku'qej "nqtvc'ngxgtcpukf gt0"
- Dtc'ugtxleg."upcddc'ngxgtcpugt."r wpmrki c'ngxgtcpugt"qej "cw'cm'uqo "@dguv@n'nqo o gt" hco 0'
- Upcdd'iqi kuvn'qej 't@w'nxcrkgy'kmt@w'r tku0'
- Rwpmrki c'ngxgtcpugt"qej "cw'ngxgtcpv³/₄gp"j ct"cm'r tqf wngt'r °"rci gt"qej "dtc'nxcrkgy0'
- Rtgeku."hgzkdgn'qej 't@w'r tku0"
- Ngxgtcpuu@ngtj gv't@w'r tku."uqt'r tqf wnr qtv³/₄l"qej "o ³/₄rkj gv'kml'cw'dguv@n'ur gekn' r tqf wngt0'
- J ³/₄ "nxcrkgy'qej 'r wpmrki c'ngxgtcpugt0'
- T@w'xctc'kmt@w'r tku."wr r h³/₄lplpi "cx'ngxgtcpugt."upcdd'tgmco c'kqpui cpvgtkpi "qej " ngxgtcpuu@ngtj gv0'
- J ³/₄ "nxcrkgy."o ctnpcf ur tkugt"qej "wr r h³/₄lplpi "cx<'ngxgtcpugt."nxcrkgy'r °"r tqf wngtpc" uco v'cf o kpkutcvkqp0"
- Gp'ngxgtcpv³/₄"uqo "i °t'cw'krc'r °."@hgzkdgn'dgw@hpcf g'r tku'qej "iqi kuvn0'
- Ngxgtcpuu@ngtj gv't@w'r tku."j ³/₄ "nxcrkgy."dtgw'uqtvo gpvgv'qej "nqtvc'ngxgtcpukf gt0"
- Rwpmrki c'ngxgtcpugt."nqtv'ngxgtcpukf "qej "h@w'cw'nqo o c'k'npvc'm'o gf 0"
- Gp"dtc'nqo o wpkncvqp"qej "i qf 'nxcrkgy'r °'xktngv0'
- J ct'f'g'o guv'xcpri c'f'ko gpukqpgtpc'r °"rci gt0Tgrvkv'upcddc'ngxgtcpugt"qej " nqpmwtgputchki c'r tkugt0'
- I qf "nxcrkgy'r °'xktngv."iqi kuvn'uqo "hwi gtc."ngxgtcpugt"uqo "nqo o gt'kml'wucw'f cwo " qej "@x@go dcmgtcv0'
- I qf "nxcrkgy'r °'xktngv."ngxgtgtct'f'gv'uqo "@cxwrcv."hcmwtgtc'f'gv'r tku'uqo "@cxwrgv'qej " qtf gpvki j gv'k'cmc'ngf 0"
- Mxcrkgy.'r tku."ngxgtcpuu@ngtj gv'qej "gw'dtgw'uqtvo gpv"
- Dtc'nxcrkgy.'r wpmrki c'ngxgtcpugt."hgzkdgn'qej "gp"dtc'nqo o wpkncvqp"o gf " ngxgtcpv³/₄gpu'u@lctg0'
- I qf "ugtxleg."uqtv'uqtvo gpv."nqpmwtgputchki c'r tkugt"qej "r wpmrki c'ngxgtcpugt0"
- T@w'nxcrkgy'kml'nqpmwtgputchki c'r tkugt."j °ngt'xcf'uqo "mqxcw'qej "o ³/₄rkj gv'kml'gp" i qf "nqo o wpkncvqp0"
- Xkx@f gu@vgt"upcddc'ngxgtcpugt"o guv.'x°tc'ngxgtcpv³/₄gt'O qgrkpg"qej "Dgti gpg"J qm " @dtc'r °'f gwc0'

"

"

Bilaga 5.

Prestation	Prestanda	SCAs rykte	Leverantörsservice	Pålitlighet	Flexibilitet
XL-Bygg Bernhard Olsen	1	2	2	2	2
XL-Bygg Kåre Abelsen	2	3	3	3	2
XI-Bygg Gunnar T Ström	3	3	3	3	2
Naesteby Trevare	4	3	3	3	3
XL-Bygg Bygg-Gross	5	3	3	3	2
BYGGtorget Hell Sag & Hövleri	3	3	3	3	3
Optimera Trondheim	3	3	2	3	2
Byggmakker Surnadal	3	3	4	4	4
Byggmakker Aasen & Five	4	3	3	3	3
XL-Bygg Rissa Byggvare	3	3	3	3	4
Möre Tre A/S	3	3	2	2	2
Fraena Treindustri A/S	3	3	3	3	3
XL-Bygg Dalebruk	3	3	2	3	2
XL Bygg Sortland	3	3	3	3	2
Medelvärde	3,1	2,9	2,8	2,9	2,6

Bilaga 6.

Företag	Geografiskt läge	Ägarstruktur	Kund eller inte kund	Inköp	Segment	Produkten							
						Prestanda							
						Fråga 1	Fråga 2	Fråga 3	Fråga 4	Fråga 5	Fråga 6	Fråga 7	Fråga 8
XL-Bbygg Bernhard Olsen	Nord	Privat	Kund	Lokalt	Kombinerat	4	4	3	3	4	4	4	4
BYGGtorget Vika A/S	Nord	Privat	Inte kund	Centralt	Kombinerat	4	5	3	1	5	5	4	5
XL-Bbygg Sortland	Nord	Privat	Kund	Kombinerat	Kombinerat	5	5	3	4	3	5	5	5
Bygger'n Fauske trelast	Nord	Privat	Inte kund	Kombinerat	Kombinerat	4	5	4	4	3	4	3	5
XL-Bbygg Kåre Abelsen	Nord	Privat	Kund	Kombinerat	Kombinerat	5	4	4	4	5	4	4	4
XL-Bbygg Gunnar T Ström	Mellan	Privat	Kund	Lokalt	Kombinerat	5	5	5	4	5	4	3	3
Naestebø Trevare	Mellan	Privat	Kund	Lokalt	Kombinerat	5	5	4	4	4	4	5	5
XL-Bbygg Bygg-Gross Brønnøysund	Nord	Privat	Kund	Kombinerat	Kombinerat	5	5	3	2	1	3	2	2
Bygger'n Brønnøysund	Nord	Kedja	Inte kund	Lokalt	Kombinerat	5	4	5	5	1	4	3	4
Byggmakker Flokkman	Nord	Privat	Inte kund	Lokalt	Proffs	5	4	5	4	4	3	4	5
Bygger'n Overhalla	Mellan	Privat	Inte kund	Kombinerat	Kombinerat	5	4	4	3	5	4	4	4
Bygger'n Steinkjer	Mellan	Kedja	Inte kund	Kombinerat	Kombinerat	3	4	4	4	5	3	2	2
Byggmakker Steinkjer	Mellan	Privat	Inte kund	Lokalt	Kombinerat	4	4	4	3	4	4	4	4
Byggmakker Verdøl	Mellan	Privat	Inte kund	Kombinerat	Kombinerat	4	4	5	4	5	5	4	4
Bygger'n Verdøl	Mellan	Kedja	Inte kund	Lokalt	Kombinerat	5	5	4	4	5	5	3	4
BYGGtorget Hell Sag & Høvleri	Mellan	Privat	Kund	Kombinerat	Proffs	5	5	4	4	5	4	4	5
Optimera Trondheim A/S	Mellan	Kedja	Kund	Kombinerat	Proffs	4	5	4	4	4	4	3	4
Byggmakker Sumadal	Syd	Privat	Kund	Lokalt	Kombinerat	4	5	4	4	4	4	2	4
Byggmakker Aasen & Five	Mellan	Privat	Kund	Kombinerat	Kombinerat	5	5	4	3	2	4	4	5
Møre Tre A/S	Syd	Privat	Kund	Lokalt	Proffs	5	4	3	3	3	3	4	4
Fraena Treindustri A/S	Syd	Privat	Kund	Lokalt	Kombinerat	4	5	3	3	5	5	4	5
XL-Bbygg Dale bruk	Syd	Privat	Kund	Lokalt	Kombinerat	4	5	4	5	5	4	5	4
Montér Dyrøy	Syd	Privat	Inte kund	Lokalt	Kombinerat	5	5	4	4	4	5	5	5
XL-Bbygg Rissa Byggvare A/S	Mellan	Privat	Kund	Lokalt	Kombinerat	5	5	5	5	5	5	5	5
Medelvärde						4,5	4,6	4,0	3,7	4,0	4,1	3,8	4,2

7;

Företag	Leverantörsservice											
	Fråga 14	Fråga 15	Fråga 16	Fråga 17	Fråga 18	Fråga 19	Fråga 20	Fråga 21	Fråga 22	Fråga 23	Fråga 24	Fråga 25
XL-Bygg Bernhard Olsen	3	3	3	4	4	2	3	4	4	3	2	3
BYGGtorget Vika A/S	4	4	4	5	5	5	5	5	5	1	4	4
XL-Bygg Sortland	4	3	1	2	3	2	4	5	5	2	2	3
Bygger'n Fauske trelast	5	1	1	5	5	4	4	5	5	1	1	3
XL-Bygg Kåre Abelsen	5	4	3	5	5	3	4	5	5	1	3	4
XL-Bygg Gunnar T Ström	4	4	4	5	5	4	5	5	4	2	2	3
Naesteby Trevare	5	5	4	5	5	2	5	5	5	2	3	4
XL-Bygg Bygg-Gross Brønnøysund	4	3	2	4	4	2	4	4	4	2	3	4
Bygger'n Brønnøysund	4	4	4	5	5	5	5	5	5	2	4	5
Byggmakker Flokkman	5	3	4	4	4	2	4	4	5	2	3	5
Bygger'n Overhalla	4	3	3	3	4	3	4	4	4	4	3	4
Bygger'n Steinkjer	4	4	3	4	4	4	4	4	4	2	4	3
Byggmakker Steinkjer	4	4	3	3	5	3	4	5	5	3	3	4
Byggmakker Verdøl	5	4	4	5	3	5	4	4	5	2	4	4
Bygger'n Verdøl	4	4	3	4	4	4	5	5	5	3	2	4
BYGGtorget Hell Sag & Høvleri	4	2	2	5	3	3	5	5	5	2	3	3
Optimera Trondheim A/S	4	4	3	4	5	2	4	4	4	4	4	3
Byggmakker Surnadal	4	4	4	5	5	2	4	4	4	2	2	5
Byggmakker Aasen & Five	3	2	2	3	4	2	4	4	4	2	2	3
Möre Tre A/S	3	2	2	4	4	2	4	4	4	2	2	4
Fraena Treindustri A/S	5	3	3	5	3	3	5	5	5	3	2	4
XL-Bygg Dale bruk	5	4	2	2	4	2	5	5	5	3	4	5
Montér Dyrøy	5	5	5	5	5	5	5	5	5	4	4	5
XL-Bygg Rissa Byggvare A/S	5	5	5	5	5	5	5	5	5	2	2	5
Medelvärde	4,3	3,5	3,1	4,2	4,3	3,2	4,4	4,6	4,6	2,3	2,8	3,9

Företag											
	Pålitlighet						Flexibilitet				
	Fråga 26	Fråga 27	Fråga 28	Fråga 29	Fråga 30	Fråga 31	Fråga 32	Fråga 33	Fråga 34	Fråga 35	Fråga 36
XL-Bygg Bernhard Olsen	4	4	4	4	3	3	4	4	3	4	4
BYGGtorget Vika A/S	5	5	5	5	5	4	5	5	5	5	5
XL-Bygg Sortland	4	4	5	5	4	5	4	5	5	4	4
Bygger'n Fauske trelast	4	4	4	3	3	3	5	5	3	5	4
XL-Bygg Kåre Abelsen	5	5	4	4	4	4	5	4	3	5	4
XL-Bygg Gunnar T Ström	5	5	5	5	5	3	4	5	4	4	4
Naesteby Trevare	5	5	5	5	4	5	5	4	4	5	5
XL-Bygg Bygg-Gross Brønnøysund	5	5	5	4	4	5	4	4	3	4	4
Bygger'n Brønnøysund	5	5	5	4	4	1	4	4	4	5	4
Byggmakker Flokkman	4	3	5	5	3	1	4	4	5	5	4
Bygger'n Overhalla	5	5	5	5	4	4	4	5	4	5	5
Bygger'n Steinkjer	4	4	4	4	3	2	4	4	4	4	4
Byggmakker Steinkjer	4	4	5	5	4	3	5	4	3	5	4
Byggmakker Verdal	5	4	5	4	4	5	4	3	3	5	4
Bygger'n Verdal	5	5	5	4	4	3	4	4	5	4	4
BYGGtorget Hell Sag & Høvleri	5	5	5	4	4	3	5	4	3	4	4
Optimera Trondheim A/S	5	5	5	4	3	3	4	4	3	3	4
Byggmakker Surnadal	5	5	5	4	4	2	5	5	4	4	5
Byggmakker Aasen & Five	4	4	4	4	3	4	4	4	3	3	4
Møre Tre A/S	5	5	5	4	3	2	4	5	4	4	3
Fraena Treindustri A/S	5	5	5	5	4	2	4	4	3	4	5
XL-Bygg Dale bruk	5	5	5	4	4	4	5	4	3	5	5
Monter Dyrøy	5	5	5	5	5	5	5	5	5	5	5
XL-Bygg Rissa Byggvare A/S	5	5	5	5	5	5	5	5	5	5	5
Medelvärde	4,7	4,6	4,8	4,4	3,9	3,4	4,4	4,3	3,8	4,4	4,3 "
"											
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